

TENTH SEMI-ANNUAL AND  
END OF PHASE I  
*PROGRESS REPORT*

(Covering the Period March 1995 through February 2000)

MARCH 30, 2000

Prepared by the  
Agribusiness Development Centre (ADC)  
Uganda's Investment in Developing Export Agriculture (IDEA) Project

A USAID-funded Project  
Chemonics International, Inc  
*Contract #623-C-00-95-00040-00*



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## LIST OF ACRONYMS

<b>ADB</b>	Africa Development Bank
<b>ADC</b>	Agribusiness Development Center
<b>AIMS</b>	Agribusiness Impact Monitoring Systems
<b>ANEPP</b>	Agricultural Non-Traditional Export Promotion Program
<b>ANR</b>	Agricultural/Natural Resources Office, USAID
<b>APDF</b>	The Africa Project Development Facility
<b>ARC</b>	Agricultural Resource Center
<b>ASPPG</b>	Agricultural Sector Pesticide Procedures Guide
<b>ATAIN</b>	Agribusiness Training and Input Network
<b>AT (U)</b>	Appropriate Technology, Uganda
<b>BAF</b>	Business and Finance
<b>BAT</b>	British American Tobacco
<b>BOU</b>	Bank of Uganda
<b>BUCADEF</b>	Buganda Kingdom Development Fund
<b>BUFA</b>	Bugangaizi Farmers' Association
<b>CAA</b>	Civil Aviation Authority
<b>CAEC</b>	Continuing Agriculture Education Centre
<b>CAF</b>	Consultant Access Fund
<b>Cal Poly</b>	California Polytechnic University at San Luis Obispo
<b>CBMS</b>	Community Based Marketing System
<b>CCF</b>	Commercial Contact Farmer
<b>CDP</b>	Cocoa Development Programme
<b>CEI</b>	Commodity Exports International Limited
<b>CERUDEB</b>	Centenary Rural Development Bank
<b>CIAT</b>	Central Internacional de Agricultura Tropical
<b>COLEACP</b>	Organization for Promotion of European imports of Fresh Fruits and Vegetables from African, Caribbean and Pacific Countries
<b>CLS</b>	Contractor Logistical Support
<b>CO</b>	Contracts Officer
<b>COP</b>	Chief of Party
<b>COREC</b>	Coffee Research Centre
<b>COTR</b>	Contract Officer's Technical Representative
<b>DAO</b>	District Agricultural Officer
<b>DCI</b>	Development Consultants International Limited
<b>DFCU</b>	Development Finance Company of Uganda
<b>EADB</b>	East Africa Development Bank
<b>ECABREN</b>	East and Central African Bean Research Network
<b>ECGS</b>	Export Credit Guarantee Scheme
<b>EIR</b>	Environmental Impact Review
<b>EOPS</b>	End of Project Status
<b>ERS</b>	Export Refinance Scheme
<b>ET</b>	Education and Training

<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Office, United Nations
<b>FEWS</b>	Famine Early Warning System
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>GOU</b>	Government of Uganda
<b>HO</b>	Home Office
<b>HORTEXA</b>	Uganda Horticultural Exporters Association
<b>HV</b>	High Value
<b>IDEA</b>	Investment in Developing Export Agriculture
<b>IARCs</b>	International Agricultural Research Centres
<b>ICIPE</b>	International Centre for Insect Physiology and Ecology
<b>IEE</b>	Initial Environmental Examination
<b>IFCD</b>	Irish Foundation for Cooperative Development
<b>IITA</b>	International Institute for Tropical Agriculture
<b>IPM</b>	Integrated Pest Management
<b>ISC</b>	IDEA Steering Committee
<b>KADIFA</b>	Kabale District Farmers' Association
<b>KARI</b>	Kawanda Agricultural Research Institute
<b>KREDA</b>	Kamuli Rural Enterprise Development Association
<b>LAWODA</b>	Lira Apac Women's and Orphans Development Association
<b>LIWODA</b>	Luuka Iganga Women Development Association
<b>LOE</b>	Level of Effort
<b>LOP</b>	Life of Project
<b>LTTA</b>	Long Term Technical Assistance
<b>LV</b>	Low Value
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>MACOFA</b>	Masindi Commercial Farmers' Association
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MPEP</b>	Ministry of Planning and Economic Development
<b>MKIS</b>	Market Information Services
<b>MPED</b>	Ministry of Planning and Economic Development
<b>MTAC</b>	Management Training and Advisory Centre
<b>MTEA</b>	Multi-purpose Training and Employment Association
<b>MNS</b>	Market News Service
<b>MTI</b>	Ministry of Trade and Industry
<b>MU</b>	Makerere University
<b>MUFAF</b>	MU Faculty of Agriculture and Forestry
<b>NAARI</b>	Namulonge Agricultural and Animal Research Institute
<b>NARO</b>	National Agricultural Research Organization
<b>NEIC</b>	National Environment Information Centre
<b>NEMA</b>	National Environment Management Authority
<b>NCRP</b>	National Cereals Research Program
<b>NGO</b>	Non Governmental Organisation
<b>NSARWU</b>	National Strategy for the Advancement of Rural Women in Uganda
<b>NTAE</b>	Non-Traditional Agricultural Export

<b>PACD</b>	Project Activity Completion Date
<b>PHH</b>	Post Harvest Handling
<b>PM</b>	Project Management
<b>PP</b>	Project Paper
<b>PVO</b>	Private Voluntary Organisation
<b>PSF</b>	Private Sector Foundation
<b>PTA</b>	Preferential Trade Area
<b>PY</b>	Project Year
<b>PCV</b>	Peace Corps Volunteer
<b>RAMS</b>	Rural Agricultural Marketing Systems
<b>REE</b>	Research, Education and Training
<b>REDSO/ESA</b>	Regional Economic Development Support Office/E & S Africa
<b>RSA</b>	Republic of South Africa
<b>SA</b>	Strengthening Associations
<b>SAFAD</b>	Silsoe Aid for Appropriate Development
<b>SCB</b>	Standard Chartered Bank
<b>SG 2000</b>	Sasakawa-Global 2000
<b>SO 1</b>	Strategic Objective Number One
<b>SOW</b>	Scope of Work
<b>STTA</b>	Short-term Technical Assistance
<b>TA</b>	Technical Assistance
<b>TOR</b>	Terms of Reference
<b>UAWMPE</b>	Uganda Association of Women Mushroom Producers and Exporters
<b>UCA</b>	Uganda Cooperative Alliance
<b>UCFA</b>	Uganda Commercial Farmers Association
<b>UDB</b>	Uganda Development Bank
<b>UEPB</b>	Uganda Export Promotion Board
<b>UFA</b>	Uganda Floricultural Association
<b>UFEA</b>	Uganda Flowers Exporters Association
<b>UGEA</b>	Uganda Grain Exporters' Association
<b>UHA</b>	Uganda Honey Bee Keepers Association
<b>UIA</b>	Uganda Investment Authority
<b>UIB</b>	Uganda Institute of Bankers
<b>UMA</b>	Uganda Manufacturers Association
<b>UMA/CIS</b>	UMA/Consultancy and Information Services
<b>UMI</b>	Uganda Management Institute
<b>UNCA</b>	Uganda National Cocoa Association
<b>UNDP</b>	United Nations Development Programme
<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>UNFA</b>	Uganda National Farmers Association
<b>UNVA</b>	Uganda National Vanilla Association
<b>UoI</b>	University of Illinois
<b>URA</b>	Uganda Revenue Authority
<b>USAID</b>	United States Agency for International Development
<b>USDA</b>	United States Department of Agriculture
<b>USh</b>	Uganda Shilling

<b>USP</b>	Uganda Seed Project
<b>UWESO</b>	Uganda Women's Effort to Save Orphans
<b>VCF</b>	Venture Capital Fund
<b>VOCA</b>	Volunteers in Overseas Cooperative Assistance
<b>WB</b>	World Bank
<b>WFP</b>	World Food Program
<b>WTO</b>	World Trade Organization

## EXECUTIVE SUMMARY

### 1.0 INTRODUCTION

This report is the tenth semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It also marks the end of IDEA Phase I. Although the report mainly covers the period April 1, 1999 through February 23, 2000, it also presents a general assessment of IDEA Phase I.

Throughout Phase I, IDEA Project, through the Agribusiness Development Centre (ADC) continued to offer a wide range of professional expertise including crop production, market information, training, financial linkages, project management and evaluation. IDEA maintained a close collaboration with USAID, public institutions (MTTI, MAAIF, NARO, MU, UEPB), projects such as PL-480, PHHS and the private sector. Collaboration with PCVs was, however, affected as a result of insecurity. All of the volunteers under IDEA attachment were repatriated.

Climatic conditions during the fifth work plan year was relatively good. The 1999 A season witnessed rains that were near normal over much of the ADC geographic area. Exceptions were the south-western portions of Uganda that experienced drought. Rains were generally good in eastern Uganda, which was a welcome relief, with some good crop yields. This was welcome, since much of Kenya was dry, so demand for Ugandan produce has been strong, with significant cross-border trade activity occurring. 1999 B season rains, were fairly good in most parts of the country. As a result, fairly good second season harvests were witnessed in many parts of Uganda.

### 2.0 REVIEW OF IDEA PHASE I

#### 2.1 Overview of IDEA Project

Uganda's Investment in Developing Export Agriculture (IDEA) project is a key activity contributing to achievement of USAID program Strategic Objective Number 1 (SO1), namely, "increasing rural household income." IDEA's project goal directly quotes SO1, and identifies selected non-traditional agricultural exports (NTAEs) as the source of increased incomes. IDEA's project purpose is to increase production and marketing of selected NTAEs.

In terms of implementation strategy, IDEA has provided direct assistance to producers, traders, and exporters of NTAEs using a vertically-integrated, "commodity systems" approach. IDEA has worked to expand low value food crop exports (primarily maize and beans); and to increase production and exports of high value crops (such as flowers, vegetables, spices, and essential oils).

The low and high value production and marketing components have formed the cornerstones of IDEA, and were supported by five other components, that provided essential technical assistance, training, and management services. Each component had its own outputs in the results framework which contributed to achieving the higher order project purpose, goal, and SO1. Although the basic project agreement was between USAID and the GoU's Ministry of Tourism, Trade and Industry (MTTI), IDEA has operated principally for and in concert with the NTAE private sector.

## 2.2 Strategic Challenges Faced

During the implementation of phase I, the project faced a number of strategic challenges. At the same time, the ADC did develop an approach to respond to each of the challenges and identified opportunities, which have arisen from its successes and experience on the ground. The key strategic challenges/opportunities that pervaded the overall implementation of the project were:

- **Contributing to SO1: Raising Rural Incomes:** Placing the increase in rural incomes at the highest strategic priority level under USAID's SO1 meant that IDEA should continually think in terms of "cause and effect." ADC's response has been to diversify commodity mix and increase grassroots efforts through intensive field-level extension assistance over a broader geographic area. The strategic opportunity is to continue to leverage resources in this area.
- **Sustaining NTAE Exports:** The challenge in this aspect was to increase low value production and marketing on a sustainable basis, decreasing dependency on donor relief purchases particularly for maize and beans. The response to this challenge has been to concentrate on yield improvements with new varieties and improved inputs, work with commercial growers, provide specialized support to existing and new firms, and to search for new markets.
- **Financing NTAE Expansion:** The challenge has been the realization that NTAEs still require donors jump-starting the efforts. The ADC has accordingly continued to pursue innovative financing schemes on behalf of its clients and has expanded its efforts in working with outgrower programs.
- **NTAE Associations:** The ADC in working with most of the NTAE associations has realized that strong associations are built out of strong membership. The ADC has therefore continued to work with associations only on a demand-driven, specific action approach.
- **Administering the Grants Program:** There has always been a disconnect between the technical oversight by ADC and the funds dispersal and accountability handled directly by USAID. The temptation has been too great for grantees to misappropriate cash. In future, the emphasis will be on providing hardware procured by the ADC or make direct payments or work with cost-reimbursable grants.
- **USAID Re-engineering, Staffing Changes, etc.:** The project has worked with USAID to have work plans that are based on the strategic objective, and to design and implement a results-oriented M&E system that can verify performance and feed directly into R4 reporting.

## 2.3 Progress Towards Achieving Project Targets

Table (i) below summarizes project targets and achievements at various levels of reporting. Overall, targets have been exceeded by as much as 50 to 300%. Some of the key achievements have been in the areas of HV commodity exports, LV demonstration activity, NTAE training and the student internship program.

The only cases where achievements have been lower than the targets were maize and bean exports and number of MSc candidates placed. These can be explained by the reduced procurement by food aid agencies and the taking up of one MSc slot for the Alt PhD program, respectively.

**Table (i): Comparison of Life of Project Targets for IDEA Against Achievements**

Indicator/variable	Targets	Achievements
Export values of maize and beans (US\$ million per annum)	20.0	16.0
Farm gate value of maize and beans (US\$ million per annum)	7.5	10.0
Number of demonstration sites per year	6	4,070
Number of maize/bean farmers reached over LOP	9,000	185,000
Number of exporters assisted over LOP	25	17
Percentage increase in volume of improved seeds per annum	10	42
Export value of flowers (US\$ million per annum)	5.0	16.1
Export value of fruits and vegetables (US\$ million per annum)	0.37	3.3
Export value of oils and spices (US\$ million per annum)	1.1	5.95*
Increase in hired labour for flowers over LOP	1,400	1,880
Increase in hired labour for fruits and vegetables over LOP	1,000	1,650
Increase in hired labour for oils and spices over LOP	5,000	6,200*
Percent of women employed in flowers over LOP	40	65
Percent of women employed in fruits and vegetables over LOP	40	70
Percent of women employed in oils and spices over LOP	40	50
Number of HV research contracts completed over LOP	15	15
Number of HV firms/associations provided with TA over LOP	40	58
Number of firms assisted with business planning over LOP	50	104
Number of people trained in agribusiness management over LOP	750	1,669
Number of associations strengthened over LOP	10	10
Number of MU departments strengthened over LOP	3	4
Value of equipment supplied to MU (US\$)	180,000	192,000
Number of MSc candidates placed over LOP	6	5
Number of NTAE student internships conducted over LOP	60	95
Number of NTAE courses conducted over LOP	25	193
Number of participants trained over LOP	750	364,935

\* *Comprises mainly papain and vanilla.*

### 3.0 HIGHLIGHTS OF ACHIEVEMENTS

Over the past 5 years, a number of successes were recorded. These achievements are very impressive, and are related to the professionalism of the institutional contractor, Chemonics International Inc., the strong partnership that have been developed, the favourable macro-economic environment in Uganda, and the private sector investors prepared to take inherent risks in the NTAE sector. The key achievements are summarized under various sub-sections as indicated below.

#### 3.1 Increased Exports

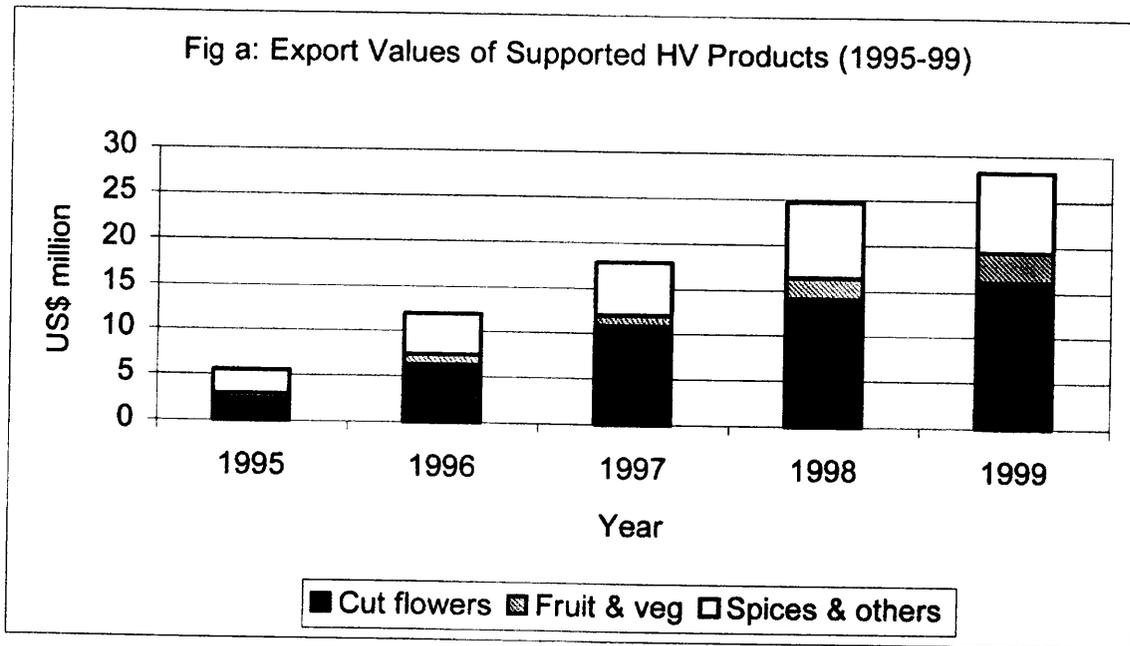
- High value exports have continued to expand, reaching approximately \$28 million in 1999 (cut flowers 16.12, fresh fruit & vegetables 3.28, spices and essential oils 5.95, and cocoa 2.80). A summary of exports by major category is given in Table (ii). The figures are best estimates based on production and export statistics collected from the URA, CAA, MAAIF, national associations, individual clients and traders. Since no single source gives a complete picture of volume and value, the figures have been cross-checked and adjusted to give conservative average estimates.

**Table ii: High Value Crop Exports 1995-99**

<b>Product</b>	<b>LOP Target (\$mill FOB)</b>	<b>1995 Value (\$mill FOB)</b>	<b>1998</b>	<b>1999</b>	<b>% LOP Target</b>
<b>Cut flowers</b>	5.00	2.30	14.02	16.12	322
<b>Fresh fruit &amp; veg.</b>	0.37	0.63	2.30	3.28	886
<b>Spices</b>	1.10	2.64	1.34	1.95	177
<b>SUB-TOTAL</b>	<b>6.47</b>	<b>5.57</b>	<b>17.66</b>	<b>21.35</b>	<b>330</b>
<b>Papain</b>	N/A	4.46	4.94	4.00	N/A
<b>Cocoa</b>	N/A	0.64	2.12	2.80	N/A
<b>TOTAL HV NTAEs</b>		<b>10.67</b>	<b>24.72</b>	<b>28.15</b>	<b>N/A</b>

- From the table, it may be observed that:
  - The value of floriculture exports for 1999 was more than three times the LOP target and \$2.10 million higher than the previous year. Rose exports remained static but the value of cuttings (mainly chrysanthemum) increased. One new rose farm started operations in 1999. Currently there are 17 rose farms in operation and two farms producing plant cuttings. The total area under production in floriculture is about 80 ha.
  - Fresh produce exports increased to a total FOB value of \$3.3 million in 1999, which is nearly ten times the LOP target. This total includes cross-border sales of banana and pineapple valued at \$700,000 in a 1999 study carried out by the ADC.
  - Exports of spices in 1999 were valued at \$1.95 million which is almost double the LOP target. Most of this was due to a record crop of vanilla (estimated FOB value of \$1.5 million) following intensive technical assistance and market promotion by the ADC through the Uganda National Vanilla Association (UNVA) and good seasonal growing condition.
  - Other smallholder crops with good prospects, but not included in the original project design are papain (\$4 million) and cocoa (\$2.8 million).
- The ADC was instrumental in bringing together UFEA and HORTEXA to form a new company, *Fresh Handling Ltd*, dedicated to the handling and consolidation of perishable produce at Entebbe Airport. The company was funded entirely by private capital raised by the members of each trade association. It started operation in January 2000 and will operate from the USAID-funded cold store at Entebbe.
 

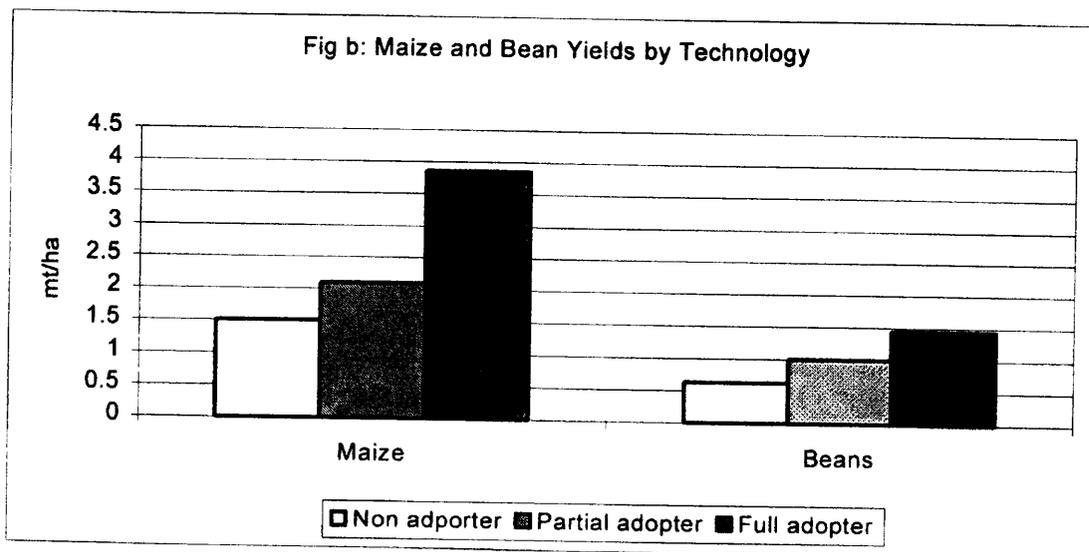
*Fresh Handling Ltd* has already forced down airport handling charges by \$0.02/kg and is negotiating with scheduled carriers and air charter companies for more competitive freight rates. This was a critical development to cater for the rapid expansion of flower and fresh produce exports expected over the next three years.
- Export values for some of the HV commodities over the 1995-99 period are shown in Figure a below.



- On the LV side, maize and bean exports reached an estimated \$16 million in 1999 (with an estimated farm gate value of \$10 million). A cross-border study carried out at Ugandan borders with Kenya, Tanzania, Rwanda and the DRC estimated export volumes of over 50,000 mt and 23,000 mt for maize and beans respectively in 1999.

### 3.2 Technology Transfer

- Over the project term, site numbers for maize and beans demonstration have been successfully increased from the target 6 to over 4,000 per annum. The target of 1,800 farmers and extension workers annually has likewise been exceeded.
- As a result of good collaboration and a dedicated field team, over 185,000 farmers in 20 districts have been exposed to new technologies through the establishment of over 4,000 demonstration sites per annum. More and more adopter fields are now being used as a means of technology transfer in addition to the fully-funded standard demonstrations. Arising out of adoption of improved technology, farmers have realised increased yields (Figure b).





- In the case of HV, through the establishment of over 50 demonstration centres (and related technology transfer activities), it is estimated that increases in high value exports have provided income for more than 10,000 rural small holders and employees since the start of the project, which is three times the LOP target.

### 3.3 Commercial Farming

- The ADC has embarked on a process of supporting those early adopters of complete modern farming of maize and beans as commercial farmers. These farmers are at all levels, ranging from those with 2 ha through 200 ha per season. Finance windows have opened up and a cadre of commercial farmers other than estate producers is evolving. It is the intention of IDEA that at least 40 farmers are screened as to their credit worthiness before the start of 2000 A season.
- The development of a commercial farmer training school in 1998 has been the nucleus of the essential knowledge required for the growth of commercial farming. In the fifth year alone, 160 'commercializing' farmers were trained at the school.



Commercial maize farm. With use of improved seeds, fertilizers and improved post-harvest handling, one hectare of maize should yield at least 3.5 mt of grains.

### 3.4 Input Supply

- The ADC input guarantee scheme (ATAIN) has continued to achieve positive outcomes, with annual sales now exceeding Ush 400 million per annum (US\$ 266,000). A total of 105 stockists and 5 distributors, and an estimated 58,000 farmers have benefited from the ATAIN program. Since the establishment of ATAIN in 1998, over 275 mt and 360 mt of seeds and fertilizers, respectively have been sold by the ATAIN stockists.
- The establishment of a unique input sector support under the ATAIN program has met significant success. Using funding from PL-480, this program has stimulated a culture of input supply in response to the demand emanating from the demonstration program. Either directly or through collaborating agencies, over 300 village level stockists have responded to training.



### 3.5 Provision of TA to NTAE Firms and Associations

- The LV component has provided TA to more than 45 clients in production, marketing, technology transfer, training and input supply. Some of the major outcomes include:
  - Work with the **exporter group** has focussed on strengthening linkages with regional buyers during the latter part of the year. A trip to Nairobi in December 1999 was used to initiate such strengthening. Positive response was obtained from UNGA Limited – the largest miller in Kenya. Exporters continued to receive support through the monthly forecast meeting and this has proved to be a continuing benefit to the industry. For the first time, WFP Rome has requested direct communication with the ADC following the monthly forecast meeting in determining its local procurement strategy.
  - **Input suppliers** have received support from many sources through the ADC. Direct linkage was made in December with Norsk Hydro in Kenya for fertilizer imports. This has already benefited 2 companies who have established import links and initial consignments have been received. ATAIN II, designed to support financially input suppliers both at the village level and additionally at the wholesale-distributor level was initiated during the reporting period.
  - **Harvest Seeds** has been a principal focus during the year as it has grown into a supplier of certified seed to the industry. The tenuous linkage with SEEDCO Zimbabwe has been finalized and the company launched its corporate logo and product range at a well-supported function in Kampala in January 2000. NASECO – a target producer of registered seed has received continued support this year and has full links with the ADC as well as Post Harvest Handling Program support.
  - **Producer groups** continue to receive field TA, with special emphasis being placed on commercial farmers during the latter part of the reporting period. This has consumed about 25% of TA time and has ensured a good start to the commercial farming phase of the project.
  - **Finance providers** are a new entry to the LV client list. Centenary Rural Development Bank (CERUDEB) and Standard Chartered Bank (SCB) have received considerable TA time leading up to the establishment of commercial farming credit facilities. Work with CERUDEB has involved a 3 day agricultural loan officer training session as well as numerous bank/client field visits, all accompanied by LV or BAF TA. Standard Chartered Bank is still developing its commercial farming support program.
- A total of 58 firms and private sector associations/outgrower schemes have received customized technical assistance on HV crops since the start of the project. Four national associations: HORTEXA (fresh produce); UFEA (flowers); UNVA (vanilla) and UHA (honey) have continued to receive technical assistance, training and funding to strengthen their institutional capabilities. Technical assistance has also provided to local associations of cocoa growers and traders to form a national association. Arising out of these are the following:
  - Fresh produce exporters have received intensive assistance with market development, quality monitoring and general business advice. The institutional capability of UFEA has improved significantly over the years.
  - UFEA and HORTEXA were assisted jointly, and in conjunction with the Civil Aviation Authority (CAA), to evaluate airfreight options and the costs of services at Entebbe



Airport, relative to other African competitors (see ninth semi-annual report). As a direct result of this initiative, members of the two associations raised \$150,000 of private capital to form a new company, Fresh Handling Ltd (FHL). FHL will provide handling and chartering services at Entebbe airport, operating from the USAID-funded cold store.

- The institutional capability of UNVA has also improved significantly and following an audit, their grant request for \$56,000 was approved by USAID. The association currently has an active executive committee with representation from different districts.
- The Uganda Flowers Exporters Association (UFEA) has re-engineered itself into an effective and representative trade association. The association has played a major part in reviving the floriculture industry. Varieties have been identified which perform well under Ugandan conditions and these are being adopted by all farms. Average yields have reached more than 3 million stems per hectare. As a result, Uganda has become competitive in small-headed roses (e.g *Frisco*, *Rodeo*, *Lambda*, *Eskimo*, *Sacha*, *Dream*, *Maxime* etc) for supermarket sales and bouquets. Similarly, Uganda is competing successfully with established producers of chrysanthemum cuttings and is now regarded as a major supplier to European and Japanese buyers.



A farmer breaking cocoa pods. With good post-harvest handling practices such as those promoted by the ADC-sponsored cocoa training program, a farmer should be able to get at least 400 kg of dry cocoa beans per hectare per annum. At a farm gate of US\$ 400 per kg, this would imply a gross income of US\$ 1.6 million per annum from one hectare..

### 3.6 Support to the Seed Industry

- The seed sector has been strengthened by the introduction of 2 private sector companies in addition to USP. One has been established to produce registered seed for use in the production of certified seed for sale to producers and the other has been established to contract commercial farmers to produce certified seed. While USP still exists, NASECO has been supported to carry out the role of the multiplication of breeders seed through sale of registered



seed. This is progressing well under the auspices of the fledgling seed certification authority. Additionally, Harvest Farm Seeds has been supported to work at the certified production – commercial sale end of the seed sector. This has involved supporting a partnering with Seedco Zimbabwe to supply hybrids suited to the local environment. This has been particularly successful with the release of two hybrids namely Sc625 and Sc627 through the National Variety Release Committee.

### **3.7 Support to Research**

- With support from LV, the National Maize and Bean Programs have continued to emphasize the screening and release of new varieties of both maize and beans suited to local production as well as regional export markets. The newly released varieties (1999) include Uganda maize hybrids (UH1 and UH2), Zimbabwe hybrids (Sc625 and Sc627); bush beans (POA, SUG 73, UBR (92)) and climbing beans (Vinikingi, Ngwinurare, Umubano). These varieties yield at least two times the local varieties.
- On the HV side, 16 research activities were identified during the first two years. Three of these were completed in 1995-96 (passion fruit, fine beans and summer flowers). Papain trials were completed in January 1998 and the demonstration trial program for horticultural crops at Kawanda was completed in November 1998. Two activities were discontinued in 1997 (Lisianthus and rose varietal trials) but an additional activity on yield of cymbopogon oil for toothpaste production was initiated. A new research activity on cocoa was initiated in 1999 in conjunction with the Coffee Research Centre at Kituza. Follow-up research/training agreements were initiated with NARO in 1999 on banana and passion fruit. The original research proposal on varietal screening of roses has also been revived at the request of UFEA and field work on it will start in March 2000.

### **3.8 Market Linkages and Provision of Information**

- During the first phase of IDEA, the ADC established and maintained a vibrant MKIS, which has not only provided clients with market information but has increasingly served as a main source of export statistics on HV crops. The ADC has developed a reputation as a reliable source of both market and technical information on HV commodities. As a result the ADC has become a first point of contact not only for NTAE firms but also Government ministries, NGOs, donors and consultants. Weekly and, in some cases, daily prices on international markets have been made available to clients on-line at the ADC for all the major commodities. Bi-weekly price bulletins for all HV products are sent to relevant clients on a regular basis.
- The ADC has introduced a monthly crop forecast and market information meeting for all industry participants in the LV commodities. This meeting serves to ensure that the industry is utilizing similar information in terms of market and production projections. An important development has been the establishment of a regular monthly national forecast forum. This forum meets monthly and establishes a 'best guess' forecast for the crops. This ensures that the industry has the necessary information to make valid business decisions. This forum has become so useful that it is relied upon by both buyers and sellers in establishing marketing strategies. In this way, ongoing support to the exporter is being maintained.
- As a way of promoting Uganda produce and expanding the market base, the ADC has supported market contact visits, trade shows and encouraged buyers to visit Uganda. Various firms and associations have benefited out of this. During the past five years, the ADC supported a total of over 65 inward and outward visits. Market information and contacts have been instrumental in enabling Uganda penetrate the world market in a number of commodities.

### **3.9 Business and Financial Services**

- Throughout the first phase of the project, BAF assisted a total of 104 clients (representing over 200% of LOP target), and completed or assisted with a total of 45 business management plans, covering the gambit from business financing plans, sales and marketing plans, accounting systems to annual operating plans.
- In addition, BAF assisted the clients with implementing the plans whenever requested. Sometimes as a result of the business plans or on stand-alone request, BAF assisted clients with financial contacts. By end of phase I, a total of 55 clients had been assisted with financial contacts through 90 finance contact interventions with varying degree of success in terms of clients accessing finance for NTAE activities. Nearly US\$2.8 million was successfully accessed representing roughly 35% of the total US\$7.9 million in financing sought. A total of 16 clients were referred to APDF for business plans and financial contacts assistance.

### **3.10 Providing NTAE Training and Support to MU**

- Over LOP, 3 departments (Agricultural Economics, Crop Science, and Food Science and Technology) and office of the Dean FAF received 6 computers, 2 printers and photocopiers, plus a range of other equipment and textbooks all valued at US\$ 192,000. Other departments such as Agricultural Extension/Education and Soil Science have also been assisted.
- The Department of Agricultural Economics has started a Masters program in Agribusiness Management. The IDEA undergraduate internship program shall also be incorporated in the masters program through USDA grant assistance that has been provided to Ohio State University.
- Over life of the project , 193 NTAE courses were conducted in various disciplines and a total of 364,935 people participated. Of these, 151,509 were women representing 45% of the total. The majority of the trainees were farmers, extension agents and input dealers. Over the five-year period, a general increase in female participants was observed (i.e from about 25% towards the end of 1995 to 45% by the end of phase I of IDEA). The rationale for the keen interest in women trainees has been that since women contributes significantly to total agricultural production in Uganda, increased women participation would help in alleviating rural poverty.
- MUFAP and NARO have continued to be actively involved in ADC training events. Training initiatives have continued with ICIPE/NARO for IPM-Vegetable training and the NARO-KARI/Banana Programme for transfer of production and post-harvest technologies. Banana technology transfer of the matoke (East African highland cooking bananas) and apple banana to growers in 6 districts (Luwero, Mpigi, Masaka, Rakai, Mbarara and Bushenyi) of Uganda is on going. Major emphasis has been put on production, post-harvest and marketing of bananas.
- By the end of IDEA phase 1, a total of 97 interns had been placed and successfully completed the internship program. This far exceeds the LOP target of 60 interns (i.e 62% above target). From the third year of IDEA, MUFAP assumed full responsibility of publicizing the program among FAF members and offering on-site supervision. Informal discussions between the university supervisors and private firm owners have resulted in stronger relationships between the university and private sector. The students described it as 'practical and an exposure to real life situation'. Some of the NTAE firms employed a number of interns upon completion of their degree program where they had carried out the internship. Due to its high success rate, the internship approach has been adopted and incorporated in the B.Sc program under the Department of Agriculture Extension and Education.

## 4.0 LESSONS LEARNED

The key lessons learned during the first phase basically originate from the flaws in some of the project assumptions and lack of serious clients with the right agribusiness attitude. These include the following:

- Good business plans do not necessarily imply assured funding. The experience during the past 5 years has shown that the banking sector has had a negative attitude towards financing the NTAE sector. As a result, demands for business plans have been quite low.
- Bearing in mind the general weakness and reluctance by the banking sector, promotion of NTAEs may require an alternative to the formal banking sector. Use of guarantee schemes has helped in reaching the producers with basic inputs and related services.
- Associations are only as strong as their members. Since most of the NTAE associations had weak membership with low subscription, they could not play some of the roles earlier envisaged. Thus for instance, NTAE associations could only play limited regulatory and policy roles for the benefits of the members. Working with strong individual firms was therefore seen as a better approach.
- Providing technical assistance to small holder producers does not necessarily result in increased volumes and the right quality of product. It takes a lot of effort to raise critical mass of product. Working with “commercially-oriented” producers is key to realizing surpluses.
- Promoting the NTAE sector requires a holistic approach. Apart from TA in production, infrastructure, management and business attitude are essential if any meaningful impacts are to be realized. It is important to critically examine the clientele portfolio in order to work with a dedicated team of agribusiness-minded firms.
- Sustaining and increasing NTAE exports requires the involvement of a private sector that can effectively compete both in the regional and international markets. This calls for increased efficiency at all levels and in the case of LV commodities, a shift from reliance on procurement by food aid agencies to commercial cross-border trade.

## 5.0 CONCLUSION: THE WAY FORWARD

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. Uganda is still a small player in the international NTAE market place. There is considerable room for further expansion. One of ADC's challenges is finding serious clients. There is also the need for the sector to expand so there is adequate critical mass to enhance Uganda's competitive advantage. This NTAE growth has come at an important time where Uganda needs to diversify its export base to buffer against declining coffee receipts and the ban on chilled fish exports to the E.U. There are also good employment/poverty eradication benefits from NTAE growth.

The ADC has developed a very good reputation as a centre of excellence in the NTAE sector, and in fact is the major supporter of this sector. It comprises a staff of highly dedicated professionals able to work directly with private sector clients. Our counsel is constantly sought by clients and by other donors and programmes. A challenge is to allocate our limited resources of TA and budget in a results oriented manner.

The internal food security situation is reasonably good at the moment. This has created greater pressure to find export markets, particularly with the decline in purchases by the relief agencies. Uganda has exported maize and beans to Kenya, which experienced a deficit in both these commodities in 1999.

The ADC is delighted to continue its activity with USAID funding under the IDEA project. This will continue through June 23, 2004. The ADC will be gearing up with additional TAs in March-April 2000 to service the clients.

Our targets are impressive, yet challenging for Phase II. Low value exports are expected to climb to \$34 million per year. High value export targets are \$45 million per year. Obviously we have to be very selective with clients and commodities, thereby positioning ourselves to provide TA to growth areas in order to achieve these results. We anticipate much of this growth coming from expansion of existing enterprises.

We look forward to the challenges of implementing Phase II and the partnerships with clients and collaborators interested in serious agribusiness.

# PART I : MAIN REPORT



# 1.0 INTRODUCTION

## 1.1 Overview

This report is the tenth semi-annual progress report of the Uganda's Investment in Developing Export Agriculture (IDEA) Project. It also marks the end of IDEA Phase I. Although the report mainly covers the period April 1, 1999 through February 23, 2000, it also presents a general assessment of IDEA Phase I. Like the previous reports, this report also brings out progress by component and compares the planned and actual implementation of the various tasks.

The report consists of two parts - the main report (Part I) and statistical annexes (Part II). The main report is divided into four chapters with the first chapter highlighting the role, institutional environment and strategic challenges facing the IDEA project. Chapter 2 reviews IDEA Phase I, bringing out successes and lessons learned. Chapter 3 presents a detailed narrative of progress (by objective) made by each component during the fifth work plan year. The Project's strategies, highlighting challenges and opportunities and an outlook for the future are presented in Chapter 4. Statistical annexes (Part II) include AIMS, time lines, NTAE clients assisted, business and financial support offered, NTAE training events conducted and LOP and annual project indicators.

## 1.2 IDEA Project: Institutional Environment

**1.2.1 Role and Institutional Framework:** The overall goal and purpose of the IDEA Project as brought out in the project and component objective trees (Figure 1 and Annex 1) is to **increase incomes of rural men and women** through increased production and marketing of selected non-traditional agricultural exports (NTAEs). The institutional framework of the IDEA project shown in Figure 2 depicts a close collaboration with the Contractor (USAID), public institutions (MTTI, MAAIF, NARO, MU), projects (FEWS, PL-480, PHHS) and the private sector.

Throughout Phase I, IDEA Project, through the Agribusiness Development Centre (ADC) continued to offer a wide range of professional expertise including crop production, market information, training, financial linkages, project management and evaluation. A full list of the ADC long-term professional staff is indicated in Annex 2.

**1.2.2 IDEA Project STTA:** During the fifth work plan year, there were 12 STTA assignments and 5 purchase orders as shown in Tables 1(a) and 1(b).

Table 1(a): ADC/IDEA Project STTA: April 1, 1999 – February 23, 2000

Name	Assignment	LOE (days)
Ousmane N'diaye	Accounting Audit	6
Barbara Bray	Code of Conduct training for fresh produce exporters	90
Tim Durgan	Setting up a Management Structure to operate a Cold Store at Entebbe International Airport	50
Tom Klotzbach	Installation of Database and Monitoring System	12
William Kedrock	Ag Chief of Party/BAF services	26
Ronald Langan	Vegetable Specialist	68
Nancy Zlotsky	Business Development/Proposal Writing (non-billable)	8
Chris Donohue	Budget Preparation (non-billable)	10

Name	Assignment	LOE (days)
Jan Krul	Trials on Rose Varieties and other Flowers	54
Steven Humphreys	Code of Practice	41
Jay Kaufman	Training the Market Information officer in Market Analysis and Dissemination Techniques	20
Ousmane N'diaye	Installing an Accounting Program and Training the Accountant	5

**Table 1(b): ADC/IDEA Project Purchase Orders: April 1, 1999 – February 23, 2000**

Vendor	Period	Deliverable
MUFAF	Jun 1999- Sep 1999	Internship Programme
ClearConsult (U) Ltd.	Oct 1999- Jan 2000	ADC's Impact on the Cocoa Industry
Paul Wagubi	Oct 1999- Jan 2000	Vanilla Commodity Impact Study
A Group of Independent Consultants	Oct 1999- Feb 2000	Impact Assessment Study on Maize and Beans
Uganda Flowers Exporters Association (UFEA)	Dec 1999- Mar 2000	Applied Tropical Floriculture Training

There was only 1 demand-driven VOCA assignment with RFS (in Rakai district) during the reporting period {Table 1(c)}.

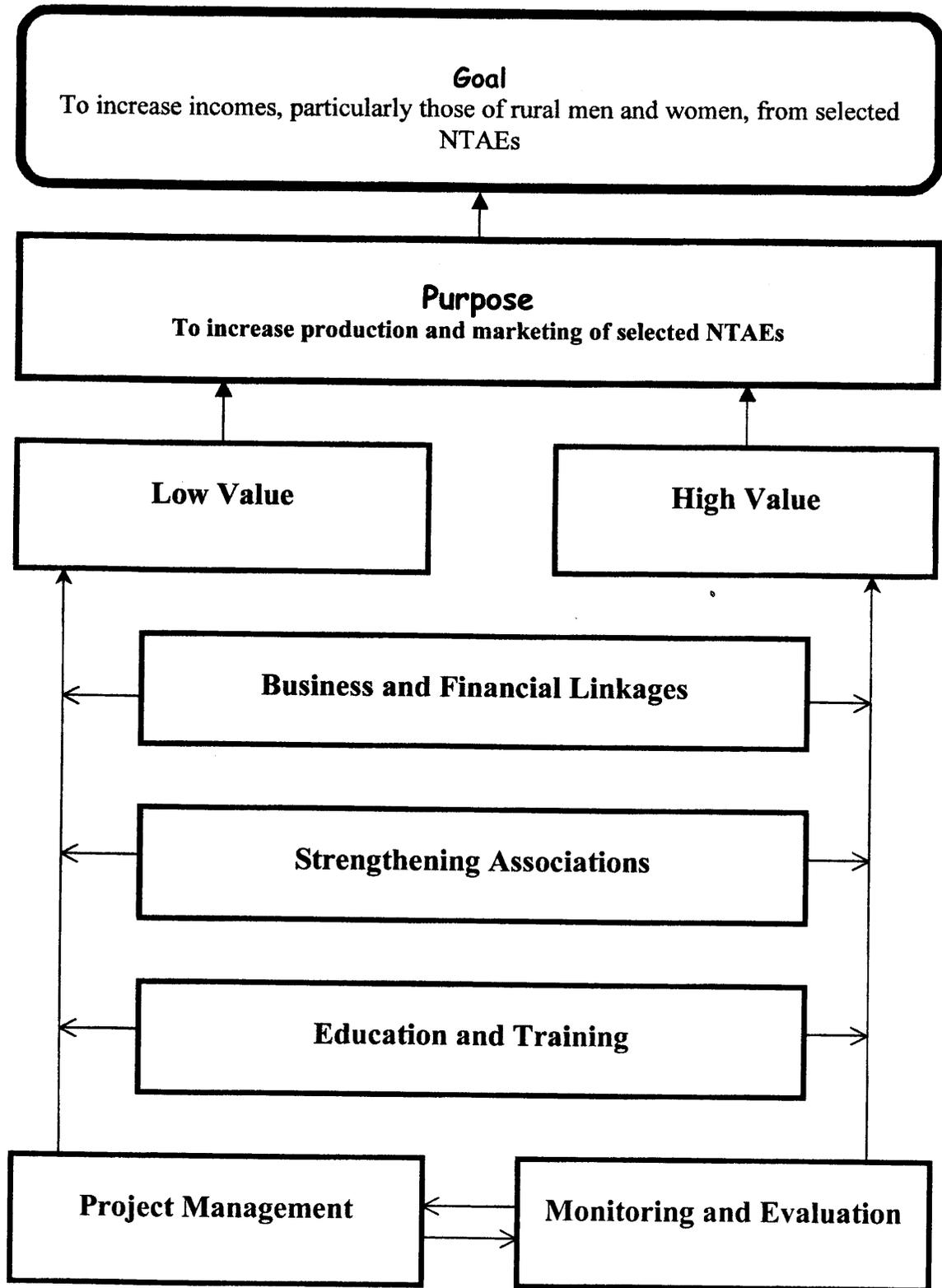
**Table 1(c): ADC/IDEA Project VOCA Assignments: April 1, 1999 - February 23, 2000**

Name	Clients/Beneficiaries	LOE (weeks)
Jerry Warren	Rakai Farm Supply – Input Marketing	6

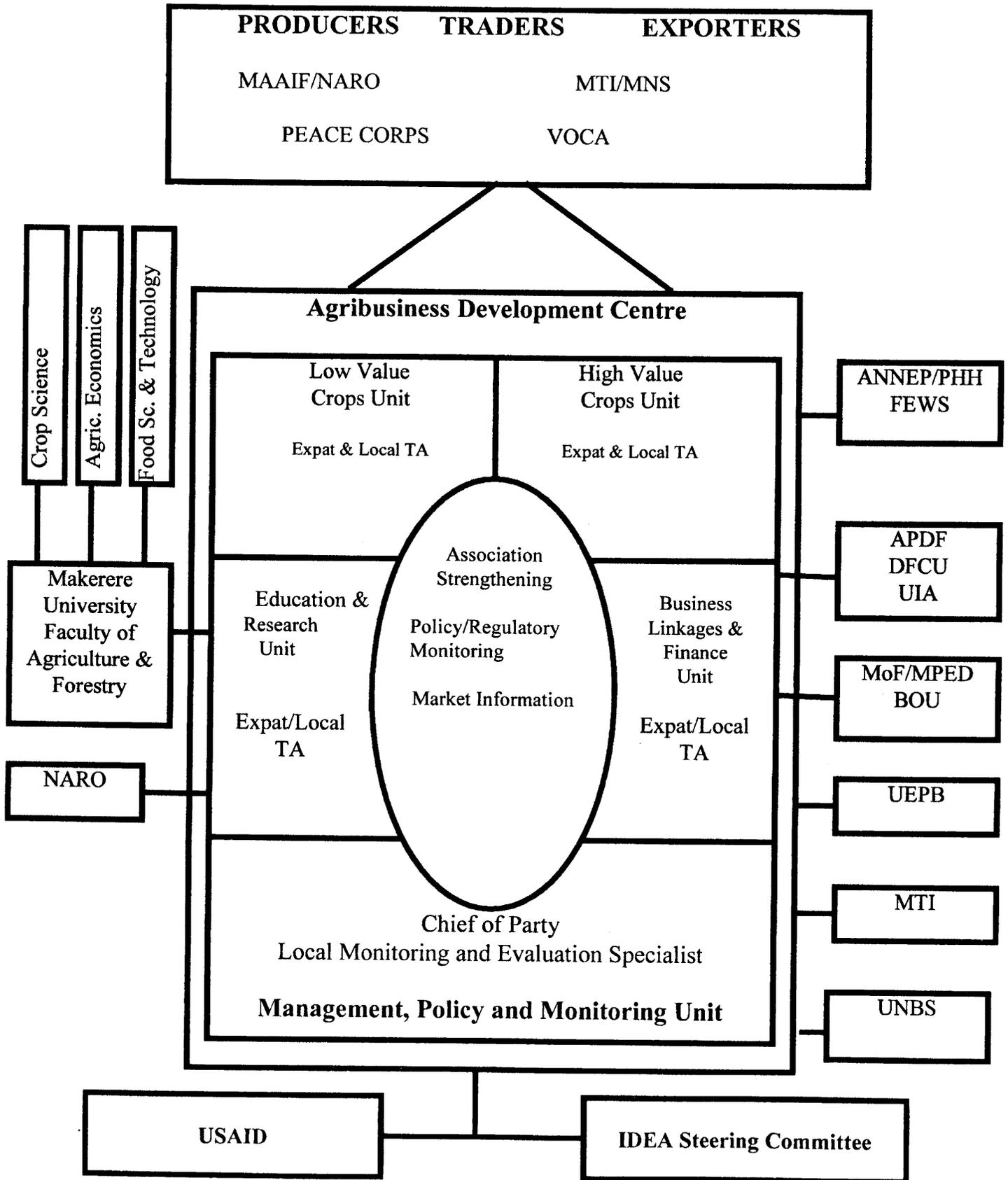
As a result of insecurity, U.S. Peace Corps suspended operations in Uganda. All of the volunteers under IDEA attachment were repatriated. However, we did retain Paul Barkley for an additional 6 weeks in Iganga supported by the local currency fund to complete the crop season activities.

Climatic conditions have been relatively good during the fifth work plan year (Annex 3). The 1999 A season witnessed rains that were near normal over much of the ADC geographic area. Exceptions were the south-western portions of Uganda that experienced drought. Rains were generally good in eastern Uganda, which was a welcome relief, with some good crop yields. This was welcome, since much of Kenya was dry, so demand for Ugandan produce has been strong, with significant cross-border trade activity occurring. 1999 B season rains were fairly good in most parts of the country. As a result, fairly good second season harvests were witnessed in many parts of Uganda.

**Figure 1: IDEA Project Objective Tree**



**Figure 2: Institutional Environment of ADC/IDEA Project**



## 2.0 REVIEW OF IDEA PHASE I

### 2.1 Overview of IDEA Project

Uganda's Investment in Developing Export Agriculture (IDEA) project is a key activity contributing to achievement of USAID program Strategic Objective Number 1 (SO1), namely, **"increasing rural household income."** IDEA's **project goal** directly quotes SO1, and identifies selected non-traditional agricultural exports (NTAEs) as the source of increased incomes. IDEA's **project purpose** is to increase production and marketing of selected NTAEs. In terms of implementation strategy, IDEA has provided direct assistance to producers, traders, and exporters of NTAEs using a vertically-integrated, "commodity systems" approach. IDEA has worked to expand low value food crop exports (primarily maize and beans); and to increase production and exports of high value crops (such as flowers, vegetables, spices, and essential oils).

The low and high value production and marketing components have formed the cornerstones of IDEA, and were supported by five other components, that provided essential technical assistance, training, and management services (see Figure 1). Each component had its own outputs in the results framework which contributed to achieving the higher order project purpose, goal, and SO1. Although the basic project agreement was between USAID and the GoU's Ministry of Tourism, Trade and Industry (MTTI), IDEA has operated principally for and in concert with the NTAE private sector.

### 2.2 Strategic Challenges Faced

During the implementation of phase I, the project faced a number of strategic challenges. At the same time, the ADC did develop an approach to respond to each of the challenges and identified opportunities, which have arisen from its successes and experience on the ground. The key strategic challenges/opportunities that pervaded the overall implementation of the project were:

- **Contributing to SO1: Raising Rural Incomes:** Placing the increase in rural incomes at the highest strategic priority level under USAID's SO1 meant that IDEA should continually think in terms of "cause and effect." ADC's response has been to diversify commodity mix and increase grassroots efforts through intensive field-level extension assistance over a broader geographic area. The strategic opportunity is to continue to leverage resources in this area.
- **Sustaining NTAE Exports:** The challenge in this aspect was to increase low value production and marketing on a **sustainable** basis, decreasing dependency on donor relief purchases particularly for maize and beans. The response to this challenge has been to concentrate on yield improvements with new varieties and improved inputs, work with commercial growers, provide specialized support to existing and new firms, and to search for new markets.
- **Financing NTAE Expansion:** The challenge has been the realization that NTAEs still require donors jump-starting the efforts. The ADC has accordingly continued to pursue innovative financing schemes on behalf of its clients and has expanded its efforts in working with outgrower programs.
- **NTAE Associations:** The ADC in working with most of the NTAE associations has realized that strong associations are built out of strong membership. The ADC has therefore continued to work with associations only on a demand-driven, specific action approach.

- **Administering the Grants Program:** There has always been a disconnect between the technical oversight by ADC and the funds dispersal and accountability handled directly by USAID. The temptation has been too great for grantees to misappropriate cash. In future, the emphasis will be on providing hardware procured by the ADC or make direct payments or work with cost-reimbursable grants.
- **USAID Re-engineering, Staffing Changes, etc.:** The project has worked with USAID to have work plans that are based on the strategic objective, and to design and implement a results-oriented M&E system that can verify performance and feed directly into R4 reporting.

## 2.3 Success Stories

**2.3.1 Progress Towards Achieving Project Targets:** Table 2 below summarizes project targets and achievements at various levels of reporting. Overall, targets have been exceeded by as much as 50 to 300%. Some of the key achievements have been in the areas of HV commodity exports, LV demonstration activity, NTAE training and the student internship program. The only cases where achievements have been lower than the targets were maize and bean exports and number of MSc candidates placed. These can be explained by the reduced procurement by food aid agencies and the taking up of one MSc slot for the Alt PhD program, respectively.

**Table 2: Comparison of Life of Project Targets for IDEA Against Achievements**

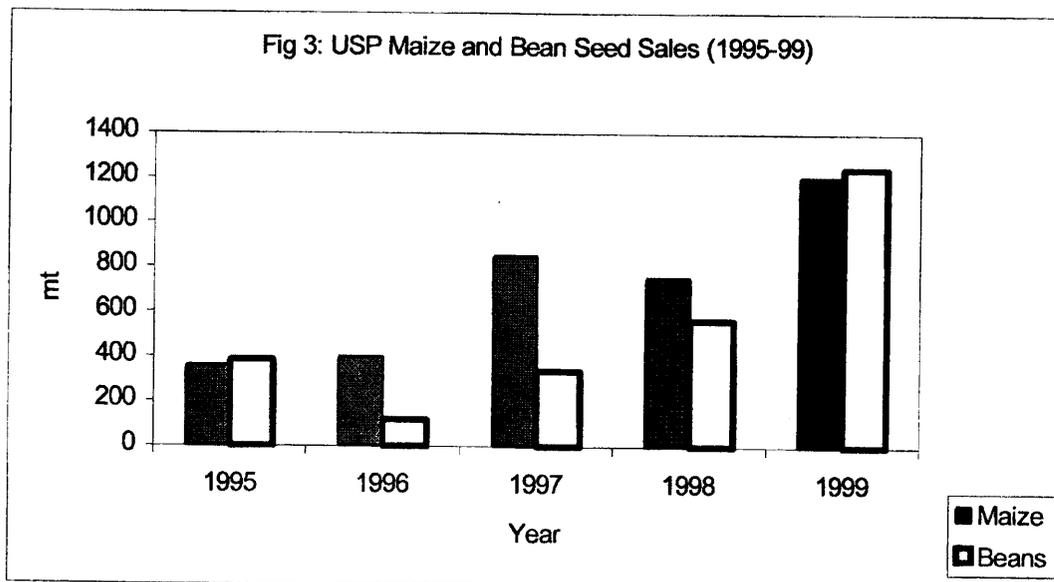
Indicator/variable	Targets	Achievements
Export values of maize and beans (US\$ million per annum)	20.0	16.0
Farm gate value of maize and beans (US\$ million per annum)	7.5	10.0
Number of demonstration sites per year	6	4,070
Number of maize/bean farmers reached over LOP	9,000	185,000
Number of exporters assisted over LOP	25	17
Percentage increase in volume of improved seeds per annum	10	42
Export value of flowers (US\$ million per annum)	5.0	16.1
Export value of fruits and vegetables (US\$ million per annum)	0.37	3.3
Export value of oils and spices (US\$ million per annum)	1.1	5.95*
Increase in hired labour for flowers over LOP	1,400	1,880
Increase in hired labour for fruits and vegetables over LOP	1,000	1,650
Increase in hired labour for oils and spices over LOP	5,000	6,200*
Percent of women employed in flowers over LOP	40	65
Percent of women employed in fruits and vegetables over LOP	40	70
Percent of women employed in oils and spices over LOP	40	50
Number of HV research contracts completed over LOP	15	15
Number of HV firms/associations provided with TA over LOP	40	58
Number of firms assisted with business planning over LOP	50	104
Number of people trained in agribusiness management over LOP	750	1,669
Number of associations strengthened over LOP	10	10
Number of MU departments strengthened over LOP	3	4
Value of equipment supplied to MU (US\$)	180,000	192,000
Number of MSc candidates placed over LOP	6	5
Number of NTAE student internships conducted over LOP	60	95
Number of NTAE courses conducted over LOP	25	193
Number of participants trained over LOP	750	364,935

\* *Comprises mainly papain and vanilla.*

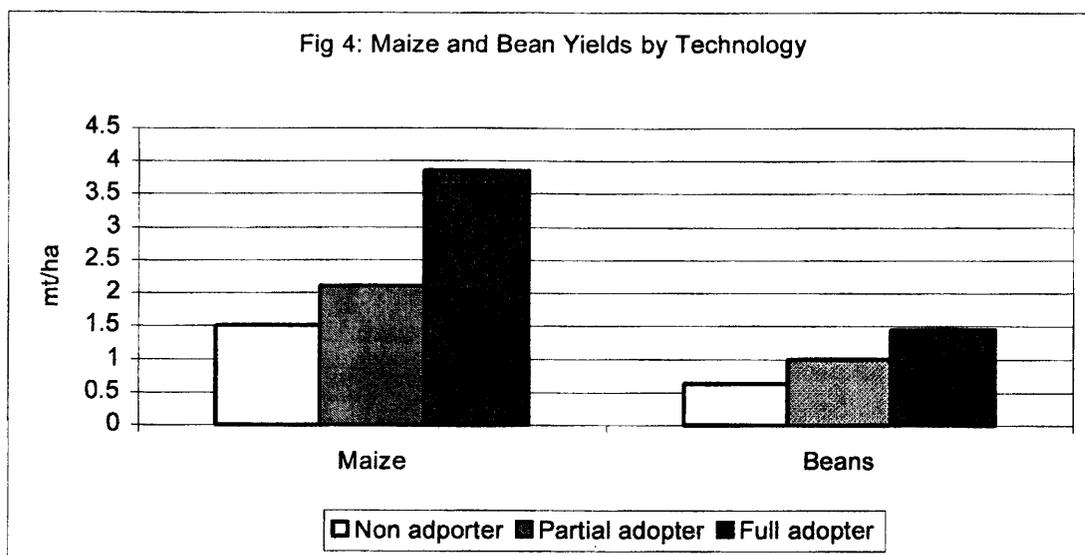
**2.3.2 Successes:** Over the past 5 years, a number of successes were recorded. These achievements are very impressive, and are related to the professionalism of the institutional contractor, Chemonics International Inc., the strong partnership that have been developed, the favourable macro-economic environment in Uganda, and the private sector investors prepared to take inherent risks in the NTAE sector. The key achievements are summarized under for LV (maize and beans) and HV (cut flowers, fruit and vegetables, and oils and spices) as follows:

**A Low Value (maize and beans)**

- Over 185,000 farmers in 20 districts have been exposed to new technologies through the establishment of over 4,000 demonstration sites per annum. More and more adopter fields are now being used as a means of technology transfer in addition to the fully-funded standard demonstrations.
- The ADC has embarked on a process of supporting those early adopters of complete modern farming of maize and beans as commercial farmers. These farmers are at all levels, ranging from those with 2 ha through 200 ha per season. Finance windows have opened up and a cadre of commercial farmers other than estate producers is evolving. It is the intention of IDEA that at least 40 farmers are screened as to their credit worthiness before the start of 2000 A season.
- Continued adoption especially the low input package (i.e. use of improved seed, proper spacing and improved crop husbandry) has been realised. It is estimated that 40-65% of the farming community in IDEA project areas, have adopted the low input package. The adoption rates have been reflected in an increase in demand for fertilizers and improved seeds. For instance, seed sales by USP (Figure 3) have increased from a low level of 355 mt of maize and 385 mt of beans in 1995, to 1,201 mt of maize and 1,243 mt of beans in 1999. It should be recognized also that farmers replant saved seed from these improved varieties, so total area planted to improved seed is much higher (probably 2 to 3-fold) than that which is planted from new seed sales.



- With increased adoption, farmers have realized increased yields. For instance a commodity study undertaken in 1999 showed the following yield levels for three categories of producers- non adopters, partial adopters and full adopters (Figure 4).



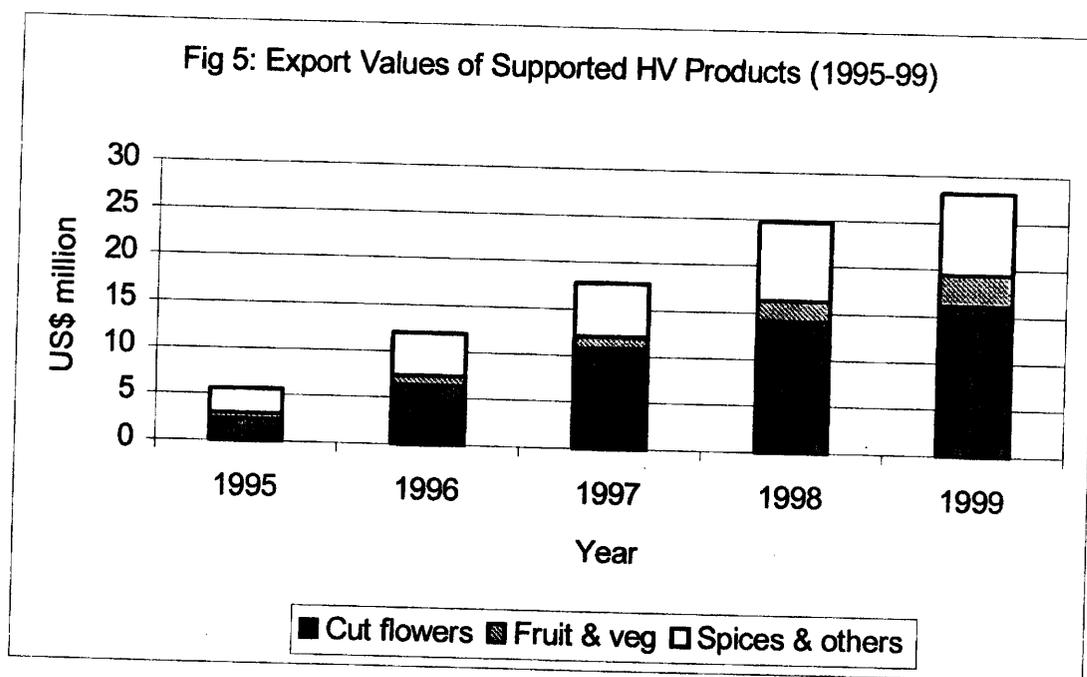
- Support to research activity has resulted in new varieties of both maize and beans being introduced. The focus has been on early maturing and disease resistant varieties. As a result of increased demand for improved seed, particularly for maize, a regional seed house has released 2 varieties for sale. This has led to 170 mt of new hybrids being made available to the producer for the 2000 seasons.
- The seed sector has been strengthened by the introduction of 2 private sector companies in addition to USP. One has been established to produce registered seed for use in the production of certified seed for sale to producers and the other has been established to contract commercial farmers to produce certified seed. This development has put in place a complete private sector chain from the multiplication of breeders seed right through to production and marketing of certified seed for farmer use.
- The ADC input guarantee scheme (ATAIN) has continued to achieve positive outcomes, with annual sales now exceeding Ush 400 million per annum. (US\$ 266,000). A total of 105 stockists and 5 distributors, and an estimated 58,000 farmers have benefited from the ATAIN program. Since the establishment of ATAIN in 1998, over 275 mt and 360 mt of seeds and fertilizers, respectively have been sold by the ATAIN stockists.
- The ADC has introduced a monthly crop forecast and market information meeting for all industry participants. This meeting serves to ensure that the industry utilizes similar information in terms of market and production projections.

**B High Value (Fruit and Vegetables, Cut Flowers and Essential Oils & Spices)**

- A total of 58 firms and private sector associations/outgrower schemes have received customised technical assistance on HV crops since the start of the project. Many others have received specialist advice from the HV team, which they have yet to translate into feasible investments, or have received general forms of assistance through their national or local associations. Four national associations: HORTEXA (fresh produce); UFEA (flowers); UNVA (vanilla) and UHA (honey) received technical assistance, training and funding to strengthen

their institutional capabilities. Technical assistance was also provided to local associations of cocoa growers and traders to form a national association, which will be registered in 2000.

- High value exports have continued to expand to approximately \$28 million in 1999 (cut flowers 16.12, fresh fruit & vegetables 3.28, spices and essential oils 5.95, and cocoa 2.80). Overall, annual exports of HV crops have increased fourfold between 1995 and 1999, equivalent to additional foreign exchange earnings of over \$16 million per annum. Export values for some of the HV commodities over the 1995-99 period are shown in Figure 5 below.



- With technical assistance from the ADC, the Uganda Flowers Exporters Association (UFEA) has re-engineered itself into an effective and representative trade association. The association has played a major part in reviving the floriculture industry. The ADC continues to provide assistance in market development, training, research and restructuring of rose farms to create a profitable and sustainable industry. Varieties have been identified which perform well under Ugandan conditions and these are being adopted by all farms. Average yields have reached more than 3 million stems per hectare. As a result, Uganda has become competitive in small-headed roses (e.g *Frisco*, *Rodeo*, *Lambada*, *Eskimo*, *Sacha*, *Dream*, *Maxime* etc) for supermarket sales and bouquets. Similarly, Uganda is competing successfully with established producers of chrysanthemum cuttings and is now regarded as a major supplier to European and Japanese buyers.
- A draft code of practice covering social, environmental, food safety and quality issues has been prepared for all fresh produce and floriculture growers and exporters.
- The ADC was instrumental in bringing together UFEA and HORTEXA to form a new company, *Fresh Handling Ltd*, dedicated to the handling and consolidation of perishable produce at Entebbe Airport. The company was funded entirely by private capital raised by the members of each trade association. It started operation in January 2000 and will operate from the USAID-funded cold store at Entebbe. *Fresh Handling* has already forced down airport handling charges by \$0.02/kg and is negotiating with scheduled carriers and air charter

companies for more competitive freight rates. This was a critical development to cater for the rapid expansion of flower and fresh produce exports expected over the next three years.

- Following three years of training and extension, funded by the ADC, vanilla production in 1999 reached a record level of 360 tons of green pods (equivalent to 60 tons of cured product), with FOB value of \$1.5 million. The ADC worked closely with the Uganda National Vanilla Association (UNVA) to ensure that the entire crop, which was produced by an estimated 4,000 smallholders, was purchased and processed by locally-based traders and sold to international buyers in North America and Europe. Arising out of this, Uganda was the third biggest producer of vanilla after Madagascar and Indonesia in 1999.
- Market information and contacts have been instrumental in enabling Uganda penetrate the world market in a number of commodities. Uganda's status in the international NTAE market notwithstanding, there is considerable room for further expansion and there are also good employment/poverty eradication benefits from NTAE growth.

## **2.4 Lessons Learned**

The key lessons learned during the first phase basically originate from the flaws in some of the project assumptions and lack of serious clients with the right agribusiness attitude. These include the following:

- Good business plans do not necessarily imply assured funding. The experience during the past 5 years has shown that the banking sector has had a negative attitude towards financing the NTAE sector. As a result, demands for business plans have been quite low.
- Bearing in mind the general weakness and reluctance by the banking sector, promotion of NTAEs may require an alternative to the formal banking sector. Use of guarantee schemes has helped in reaching the producers with basic inputs and related services.
- Associations are only as strong as their members. Since most of the NTAE associations had weak membership with low subscription, they could not play some of the roles earlier envisaged. Thus for instance, NTAE associations could only play limited regulatory and policy roles for the benefits of the members. Working with strong individual firms was therefore seen as a better approach.
- Providing technical assistance to small holder producers does not necessarily result in increased volumes and the right quality of product. It takes a lot of effort to raise critical mass of product. Working with "commercially-oriented" producers is key to realizing surpluses.
- Promoting the NTAE sector requires a holistic approach. Apart from TA in production, infrastructure, management and business attitude are essential if any meaningful impacts are to be realized. It is important to critically examine the clientele portfolio in order to work with a dedicated team of agribusiness-minded firms.
- Sustaining and increasing NTAE exports requires the involvement of a private sector that can effectively compete both in the regional and international markets. This calls for increased efficiency at all levels and in the case of LV commodities, a shift from reliance on procurement by food aid agencies to commercial cross-border trade.

### 3.0 PROGRESS BY COMPONENT

This chapter summarizes progress made by the various components during the period April 1 1999 through February 23, 2000. The chapter also discusses achievements in relation to project outputs during phase 1 of IDEA. Details of progress for each activity, objective and output are presented in Annex 4 (AIMS) and Annex 5 (Time Lines).

#### 3.1 Component One: Low Value Crop Development

##### Overview

The progress presented below covers both the fifth work plan year as well as the first phase of IDEA project. Progress is therefore presented at the output as well as at the objective levels. The output level highlights life of project status while the objective level covers the fifth work plan targets.

##### Progress by Output and Objective

**Output 1 (b): High and low input technology packages for maize and beans developed and demonstrated at 6 sites per year, reaching 1,800 farmers and extension agents**

This output involved working with research, the development of technology packages appropriate to the target farmers as well as the active transfer of such developed technologies to the target areas. As such, this output was seen as the strategic activity in enhancing rural farmer's incomes as well as the activity essential to set the foundation for all other work. The key areas of intervention are highlighted below.

- **Research:** Research and the academic sector in general were initially reluctant to consider that there were any new technologies that they had not already developed that could be of use to agriculture. The notion that the farming community needed anything else besides Longe 1 maize was unacceptable to them. The potential use of fertilisers was not considered a viable option since the soils in Uganda were thought to be highly fertile and in the words of one academic, self generating. The notion that fertilisers "spoil the soil" was spread right throughout the depth of the extension service. In fact, finding sites for the initial fertiliser demonstrations in April 1995 was a difficult process as farmers tried to save their soils from this 'destructive' invasion.

The research agendas of both the maize and bean programs tended to be inward looking. There appeared to be little attention to the wider perspective – materials developed elsewhere in the region, the export demand, the inclusion of an active hybrid development program and a clear avoidance of fertiliser use. The thought of using varieties and selections taken from regional and international programs seemed to be difficult to accept. The national bean program appeared content to keep improving upon the K132 and K131 types. There was no awareness of the need to focus on the future requirements of the industry in terms of exportable types and their characteristics.

During the first year of the project then, these difficulties had to be overcome. To the credit of both national bean and maize programs though, these entrenched mindsets were soon dispelled. Both programs revised their agendas to be forward looking and began to react to the

future needs of the industry. The bean program quickly revised their screening and breeding work and embraced the notion that a universal bean was needed. One that could be exported, sold in the regional market, as well as being useful in local consumption. In combination with the international bean network and CIAT, over 100 new lines were introduced into the program. Out of this a totally new perspective emerged. Improved varieties now had characteristics suited to all potential markets. To this end, the program has successfully released 6 varieties having universal bean characteristics over the project term in addition to 5 additional traditional types. This has not been an easy task, given the harsh nature of the environment in Uganda for bean production.

The national maize program has shown a similar attitude. Within the first year of the project, a local hybridization program was on the agenda. Additionally, the program and following its lead, the whole of NARO accepted the need to import germplasm for screening. Three regional seed houses have been active in the screening process for much of the project term. This has led to some breakthroughs in the release of real income enhancing maize hybrids. Four maize hybrids are on the national lists- 2 Ugandan single crosses and 2 from regional sources. These are giving farmers the opportunity now of achieving potential yields of up to 10mt/ha. This allows them to compete effectively. The program has taken some time to take up the fertiliser component, and this still lags behind farmer use and experience.

- **Technology packages:** Since research was suffering significant inertia in the initial stages, the project had to go outside the normal research – technology development – demonstration continuum and use regional experience to pull together what were considered suitable technology packages. These were compiled and after a season of field demonstration (research would prefer to call them trials) they were modified on the basis of field experience. This was difficult for research to accept, but to their credit they did not attempt to derail the program, but rather worked with IDEA. This actually served to enhance relationship and opportunity for further collaborative activities.
- **Demonstration:** Given the lack of fully tested field packages including high input adaptations, the project went against the system and began immediately to demonstrate both high and low technology packages in the target 6 districts (selected for their already high maize and bean production). The 6-site target set by the contract was considered to be too low to achieve any short-term results. Over the project term, site numbers have been successfully increased from the target 6 to over 4,000 per annum. The target of 1,800 farmers and extension workers annually has likewise been exceeded. Total annual farmer exposure now exceeds 180,000.

This excellent record has been achieved using the same ADC staff of 2 LV officers as originally intended. However, the real reason for success must be attributed to the dedicated team of cooperators in the field. The IDEA field team of 19 district coordinators and 400 site coordinators has done an excellent job in maintaining the momentum of the work. Such momentum has been generated by success of the packages. Farmers have seen the benefit of the work. The site coordinators (extension workers themselves) have developed a sense of professional pride in being able to present something of real benefit to their farmers. The positive response of the farmers has further stimulated their motivation.

That the demonstration sites have been effective has been shown in the farmer demand for inputs and the ability of the project to develop an input supply support program. There are now over 300 village level stockists trained in input use, which is a tribute to the demonstration activity and the program team. For the first time, small holder demand for seed, fertilizer and crop protection

products has become important in the strategy of the input wholesalers. Farmers are really adopting income-enhancing practices. Out of these adoptions are coming the future for Ugandan agriculture – commercial farmers, both medium and small scale. Without an effective demonstration program, commercial farming could not have emerged as the key to the future of the industry.

**Objective 1: Assist in defining, refining, implementing & monitoring national maize and bean programs**

The 1999/2000 research program has been closely monitored by the REE component against the research agenda set for it. Work has continued to focus principally on the development of better varieties in both maize and beans. The strategy set at the outset called for increased emphasis on IPM work as well as the capacity to produce and maintain larger quantities of breeders seed.

These activities have been developed from two fronts. The IPM activity has focussed on the work being carried out jointly between the IPM activities at Makerere University and the national bean program. This has resulted in the first IPM publications for beans. A bean fly management system has been developed using very small doses of effective insecticide as seed dressing. This principle is available now as an extension leaflet. IPM work under the maize program continues to emphasise screening against leaf streak, grey leaf spot and tursicum leaf rust. Additionally, work with the promising fungal termite control agent *Metharizium* continues to show encouraging results. This work is a joint effort of *ICIPE-Nairobi* (that is producing the basic fungal elements), *NRI-UK* (that is providing technical direction to the local research), *SAROC (U) Limited* (that is providing the logistics and hopes to eventually commercialize the material) and the ADC. Results show significant yield improvement under *Metharizium* treatment where termites are a problem.

The shortage of breeders seed remains an issue, and is being discussed at various national stakeholder meetings. The apparent demise of the Uganda Seed Project (USP) and continuing shortage of government funding for research has emphasized the need to develop a parallel system which takes primary breeders seed from NARO into the private sector as early as possible. Results of this intervention are discussed under objective 8.

Of note during this year has been the increased linkage between the private regional seed houses and the National Maize Program. In particular a good working relationship has been established between SEEDCO of Zimbabwe and the national program. PANNAR (SA) and MONSANTO (USA) are also active in screening promising materials. Discussions with Monsanto regional management has resulted in authorization by NARO to begin testing of non-genetically modified materials. Seed imports will be received for inclusion in the first season tests 2000.

During the reporting period, the ADC recruited a new REE officer, Mr. Fred Ssango who has worked effectively with the NARO activities. All year 2000 program activities have been received, screened and modified where necessary and ranked for their suitability under the ADC objectives. Their final approval was pending at the end of the reporting period due to budget and contract considerations.

Yields for maize and bean varieties available through official release are presented in Tables 3 and 4 respectively.

**Table 3: Current Official Maize Varieties and Yield Potential under well Managed Conditions in addition to upcoming releases**

Variety	Maximum Yield Potential (kg per ha)		
	High Rainfall	Medium rainfall	Low rainfall
Longe 1	6,800	3,500	3,300
UH1	7,500	5,500	4,500
UH2	8,400	5,500	4,300
Sc625 *	9,300	5,300	4,000
Sc627 *	10,200	5,900	4,000
Pan 67#	8,300	5,450	4,200
Pan 5195#	6,000	5,000	4,500
LP16#	6,000	4,000	3,000

Source: Summarised form variety release presentation March 1999.

\* Restricted release pending farmer comments through National Maize Programme

# Varieties in pre release season due for presentation early in 2000.

**Table 4: Bean Varieties Available Through Official Release**

Bean Variety	Yield (kg/ha)	Comments
<b>Released:</b> K132 K131 K20	1,315 2,085 1,462	Current popular large seeded Small seeded - not popular Old large seeded - to be phased out
<b>New releases : (Bush)</b> POA 2 SUG 73 UBR (92) 25 M2	1,605 1,317 2,500	"Replacement" for K132 "Southern Africa" Universal type White haricot canning type
<b>New releases : (Climbing)</b> Vunikingi Ngwinurare Umubano	3,875 3,861 3,000	} } Climbers suited to high altitudes }
<b>Pending :</b> DRK 57	1,111	Release postponed pending emergence of stability in colour

Source: Summarised from variety release presentation March 1999.

*Benchmark: 1999 research program monitored and 2000 program approved by 2/23/00 (95% complete).*

## **Objective 2: Update technology packages with output from research trials**

The strategy set under this objective involved the updating of technology packages with newly released materials and where possible to include organic options.

Season 1999 A saw the inclusion for the first time of nitrogen-fixing legumes as an option in the low input technologies. This involved using Mucuuna and Canivalia out of the CIAT work. Leaflets were prepared and included in the demonstration packages. The objective was to at least establish modes of production of seed of these two materials as well as to introduce a totally new concept to many farmers. 1999 B season saw the inclusion for the first time a newly released maize hybrid Sc 625 from SEEDCO in Zimbabwe. After 3 seasons of critical screening, the variety release committee released it during the reporting period.

What was particularly encouraging was the fact that the demonstration of hybrid Sc625 was extremely successful. This was the first time that the product had been seen so widely in the field. As a result, the demand for this material is being commercially realized in all demonstration areas. This highlights the effectiveness of the ADC demonstration methodology and demonstrates that once farmers have started to think commercially, they are prepared to quickly take up new technologies.

More and more requests are now being received to use the demonstrations as vehicles for commercial introductions and training. This opens up a possibility of beginning to “privatise” the ADC demonstration program. All new technologies are included in ADC field publications. A new seed pamphlet has been developed which highlights registered varieties from all sources and does not only promote Uganda Seed Project materials. National liaison continued with the crop chemical quick reference guide and it was very well received at an ADC-sponsored safe use forum held late in 1999.

**Benchmark:** *Updated commercial production and management handbook produced and disseminated by 8/13/99 (100% completed).*

## **Objective 3: Demonstrate technology packages for the 1999/2000 seasons**

Demonstrations have continued to be the principal means of commercializing the target farmers. This method has proved effective and the district coordinator team is still highly motivated and effective. Demonstrations cover 20 districts and demand for extending this program has been constantly received.

The use of adopter fields as training venues has continued to be the priority strategy during the year. The program has effectively reduced “total support” sites by 50% over the period and replaced these with adopter sites. This has worked very well in most areas, although some districts found the first season of experience a bit difficult.

Work with stockists has proved useful and between 10 and 15% of all stockists under the program had some form of demonstration activity during the reporting period. The demonstrations have proved so useful to the commercial sector that 3 input supply companies have approached the ADC to develop joint activities. This is an exciting development as we look to the final phase of the project where donor support will eventually be reduced to zero under this program. Table 5 highlights the adoption rates of various activities by district.

**Table 5: Low and High Input Technology Adoption Rates by Participating Farmers in Selected LV Districts (as % of field day participants)**

District	Use of improved seed	Row planting/proper spacing	Fertilizer application
Kapchorwa	85	90	50
Mbale	25	33	3
Iganga	41	63	5
Kamuli	20	40	3
Apac	25	66	2
Masindi	33	50	1
Kasese	45	67	7
Rakai	85	90	25
Masaka	40	60	10
<b>Range</b>	<b>25-85</b>	<b>33-90</b>	<b>&lt;1-25</b>

Source: Derived from field day returns for the year 1999.

ADC partner groups continue to expand their activities, with SAFAD in Kamuli and IFCD in Rakai performing well. Both organizations received support from PL-480 and are working effectively in bean seed development. The BUCADEF graduation program has expanded its activity to involve 1,720 farmers, all now growing maize with a complete package of seed and fertilizers. Of these, 800 are now utilizing their own funds and using rural stockists for their supplies. Additionally, some stockists are using the demonstration methods established by the ADC to promote their businesses.

Both the Ugandan hybrid maize varieties (UH1 and UH2) were extended to select farmers through demonstration activities. In addition, varieties Sc625 and Sc627 were extended on a limited scale during the 1999 B season. To-date new bean varieties have not been multiplied in sufficient quantities for effective field level exposure. This has been due in part to the very late official release of the bush bean varieties. The 3 released climbing bean varieties have been extensively promoted through demonstration and multiplication activities through partner groups in the Western Highlands, with the Kabale District Farmers' Association (KADIFA) experiencing excellent recoveries of multiplied seed and rapid farmer adoption of the locally multiplied materials. The ADC collaborated with Africare regarding fertilizer work on field crops such as maize and sorghum.

**Benchmark:** *At least 100,000 farmers exposed to improved technologies by 1/31/00 (180% accomplished. 180,000 farmers exposed).*

**Output 2: Exporters will be able to initiate or expand NTAE activities as measured by assisting 25 exporters over the life of project**

The program initially began by working with the Uganda Grain Exporters Association (UGEA). It soon emerged that this association was formed to work through the then WFP procurement process. As their procurement requirements changed, so did the usefulness of the association and it soon fell apart. Work then focussed on individual exporters. The single weakness of them all was and still is the lack of working capital and a resulting inability to stock significant volumes. Work involved business planning, quality control and warehouse management and linkages with

the market. The dominant market and that which all efforts were geared toward was that of WFP. This was a tender/bid market with no real commercial aspects - no marketing was required, no special efforts in developing relationships. While WFP dominated the sector, efforts to change the focus of the exporters were fruitless.

Over the project term, WFP requirements have significantly declined from a peak of 100,000 mt in 1995 to 18,000 mt in 1999. This has led to a decline in the number of exporters in the market, as those with minimal capital base have not been able to remain viable during periods of inactivity. Efforts have been made to progressively link the trade to the significant regional market potential. This has met with little success to date and regional exports are dominated by a large group of small informal sector traders. This group moved 80% of the total exports during 1999.

In addition to the support to exporter companies, work has supported the emerging input supply sector as well as the emerging commercial farm sector. Both these sectors will contribute ultimately to a core exportable surplus, which will be handled by the surviving grain traders. Support to this emerging sector has dominated ADC work under this objective. The strategy being that without a core commercial farmer surplus, Uganda will never be able to change its reputation as an unreliable supplier of poor quality product. Indirectly then, support to both the input and productive sectors has been support to the export sector.

The establishment of a unique input sector support under the ATAIN program has met significant success. Using funding from PL-480, this program has stimulated a culture of input supply in response to the demand emanating from the demonstration program. Either directly or through collaborating agencies, over 300 village level stockists have responded to training. These are all, in one way or another meeting the demand for income enhancing inputs to the farming sector.

Commercial farming, also an output of the demonstration program, has begun to show significant promise. The development of a commercial farmer training school in 1998 has been the nucleus of the essential knowledge required for the growth of commercial farming. In the last project year alone, 160 'commercializing' farmers have been trained through the school. Each farmer has become a client to the project.

#### **Objective 4: Maintain assistance to current ADC clients**

ADC has continued to provide support to its clients in production, marketing, technology transfer and input supply activities. Annex 6 (a) highlights the activities within the active client portfolio. This portfolio is divided into the following categories:

- Exporters
- Input suppliers (i.e improved seed and other agricultural inputs)
- Producer groups
- Financial providers

Work with the **exporter group** has focussed on strengthening linkages with regional buyers during the latter part of the year. A trip to Nairobi in December 1999 was used to initiate such strengthening. Positive response was obtained from UNGA Limited – the largest miller in Kenya. Interestingly, the comment received was that importers in Kenya do not know the serious Ugandan exporters, and closer liaison, facilitated by the ADC would be welcome. Exporters continued to receive support through the monthly forecast meeting and this has proved to be a continuing benefit to the industry. For the first time, WFP Rome has requested direct communication with the ADC following the monthly forecast meeting in determining its local procurement strategy.

**Input suppliers** have received support from many sources through the ADC. Direct linkage was made in December with Norsk Hydro in Kenya for fertilizer imports. This has already benefited 2 companies who have established import links and initial consignments have been received. As described above, a number of suppliers have benefited from the demonstration program directly and commercial uptake of technologies, particularly seed has been of great benefit to the producers. ATAIN II, designed to support financially input suppliers both at the village level and additionally at the wholesale-distributor level was initiated during the reporting period.

**Harvest Seeds** has been a principal focus during the year as it has grown into a supplier of certified seed to the industry. The tenuous linkage with SEEDCO Zimbabwe has been finalized and the company launched its corporate logo and product range at a well-supported function in Kampala in January 2000. Considerable TA has been assigned to this activity. NASECO – a target producer of registered seed has received continued support this year and has full links with the ADC as well as Post Harvest Handling Program support.

**Producer groups** continue to receive field TA, with special emphasis being placed on commercial farmers during the latter part of the reporting period. This has consumed about 25% of TA time and has ensured a good start to the commercial farming phase of the project.

**Finance providers** are a new entry to the LV client list. Centenary Rural Development Bank (CERUDEB) and Standard Chartered Bank (SCB) have received considerable TA time leading up to the establishment of commercial farming credit facilities. Work with CERUDEB has involved a 3 day agricultural loan officer training session as well as numerous bank/client field visits, all accompanied by LV or BAF TA. Standard Chartered Bank is still developing its commercial farming support program.

**Benchmark:** *Assistance maintained to at least 5 active exporter companies by 2/23/00 (100% of target accomplished).*

#### **Objective 5: Provide TA for additional commodity developments**

Activity has centred on **bean** production of new or potential materials for release. As highlighted in the research objective, 3 bush bean and 3 climbing bean varieties have been released. Three of the bush bean varieties contribute to the first “universal bean types”. Of these, the white haricot is being multiplied by the Uganda Seed Project (USP) in Kasese for commercial sale. Small quantities of the red kidney and the sugar type have been passed on to USP for bulking. Additionally, USP in Kasese has procured the earlier introduced white kidney for onward bulking and sale. Although this material has not been formally released, as an introduction, its acceptance as a fresh, dry and export bean has made it an addition to the range available to local producers.

SEEDCO has registered its interest in the bean seed potential of Uganda by requesting initial screening of its latest release – *Limpopo*. Initial screening has been carried out in Kasese under irrigation with promising results. It is still to be tested under harsher rain fed conditions.

**Groundnut** development has been slow, it being a marginal crop for the ADC. The market study has, however, been completed and is providing insight into the groundnut variety development strategy. Two new varieties have now been released, contributing to the potential for increased efficiencies of production. *Serere red* will eventually replace the very old variety *red beauty* as it has a low yield potential. *Igola II* has the potential to become an important confectionery commodity and to fit into the export system. These have been officially named Serenut I and

Serenut II. Both these materials have been bulked at Serere and will move into second phase bulking, probably still at Serere where about 100 kg of each variety is available. Second phase bulking will generate approximately 1,500 kg of basic seed. It is hoped that some of this breeders seed will be made available to the private sector, particularly through Harvest Seeds and NASECO for bulking during the first season of 2000.

Sesame work with MUFAP has been suspended and the alternative collaborator – Serere Research Station is in the process of finalizing its proposal to continue the activity.

Sugar Beet work continues at Kinyara with some initial promising results.

Initial exploratory work on rice potential has been carried out in conjunction with Tilda (U) Ltd.

*Benchmark: 3 promising new bean varieties incorporated into AYT by 2/23/00 (100% accomplished).*

*Benchmark: 2 seasons of research conducted on sesame at Serere by 2/23/00 (55% accomplished).*

#### **Objective 6: Maintain assistance to present outgrower programs**

The strategy set for the fifth work plan year was to readjust outgrower groups to seed production, especially for beans. This strategy has met with limited but promising success. Table 8 highlights activities under this objective. It is clear from the outgrower activity that the strategy of seed production has met with some success and holds promise for future expansion. It is after all the only way that low value crops can be grown under any sort of contract arrangement.

The development of private sector seed suppliers has certainly opened up opportunities for outgrower groups to find commercial contract opportunity. Also evident is the need to secure reliable supplies of the highest quality breeders seed for all crops under consideration. This will take considerable efforts to develop a private/public sector interface that is acceptable, particularly to the public sector, which views breeder's seed as its mandate.

*Benchmark: At least 2 outgrower programs produce commercial shipments of beans for seed or export by 2/23/00 (100% accomplished).*

**Output 4 (b): Commodity-specific market information systems established/improved and sustainable as measured by regional market information on grains/pulses collected and disseminated**

Initially, the ADC worked exclusively with the GOU market information collection system in the then ministry of Trade and Industry. This collapsed after 4 years and left a significant void in the data collection program. Though the field staff whom the ADC had trained and had the necessary skills in data collection remained in place, the mechanism of consolidating and supporting this collection was lacking. It was only with the establishment of a revitalised program through the PL-480 supported IITA Foodnet program that information flow was reestablished.

The ADC market information service was initially supported by host country contribution. This fell into arrears and support to this activity was suspended in 1998. It was only during 1999 that the activity was reestablished. The current system serves the entire region with regular updates on production and market trends.

An important development has been the establishment of a regular monthly national forecast forum. This forum meets monthly and establishes a 'best guess' forecast for the crops. This ensures that the industry has the necessary information to make valid business decisions. This forum has become so useful that it is relied upon by both buyers and sellers in establishing marketing strategies. In this way, ongoing support to the exporter is being maintained.

**Objective 7: Provide Market Knowledge and Information Services**

Harriet Nsubuga joined the ADC as MKIS coordinator during the reporting year and has successfully revitalized the section. The ADC has restored its links with local, regional and international market contacts. It has also reinforced previously weak links particularly with the Kenyan and Tanzanian national data services and has worked closely with the IITA FOODNET market information section. The ADC bi-weekly market summary has been redesigned and the format improved. This is being distributed to over 60 market contacts including WFP Rome, international commodity brokers as well as being placed on the FOODNET web Site. Regular Kampala and up-country grain prices are being received and incorporated into the market summary.

Strategic targets have been met, with real time Kenyan buying signals being relayed to the private sector through direct buyer contacts. Kampala prices are being announced over radio in conjunction with FOODNET and crop condition reporting is being generated. The computer crop simulation model has been modified to better predict seasonal outcomes. The proposed CIAT linkage failed to materialise due to CIAT senior staff changes and loss of momentum. This has left the crop modeling component totally in house at the ADC.

***Benchmark:*** A revitalized MKIS system established by 2/23/00 (100% of target accomplished).

**Output 5: Private and public sector entities will be multiplying and distributing improved maize and bean seeds as measured by a) private firms and NGOs multiplying improved seeds and b) volume of improved seeds sold increases by 5-10% per year**

The seed sector in Uganda is still dominated by USP. This is an 'office' in MAAIF and not a separate and independent organization. The project has worked closely with this organization over the past five years. It has assisted in developing a more commercial focus, and worked with the various advisors in structuring a distribution system.

In 1995 all seed from USP was simply sent to various District Agricultural Offices (DAOs) where it was supposed to be sold. However, little money was recovered and there was certainly no sense of a commercial distribution system. Over LOP, IDEA has worked with USP and the private sector to transform seed sales into a fully commercial distribution system. Accordingly, seed sales to farmers increased from effectively zero in 1995 to approximately 2,000 mt per annum by 1999.

Throughout LOP, there was constant talk of privatization of the Uganda Seed Project. Two expatriate advisors had been tasked with preparing the project for privatization. Five years later, very little has materialized. Instead, the fact that the USP is to be privatized has left the project under-funded and demoralized. During 1999, quality problems again emerged in a similar way to the situation pertaining in 1995. As a result of this negative occurrence, in 1999 the ADC began to work at developing a completely private sector seed multiplication and distribution system.

This involved the establishment of a process capable of handling breeders seed from either the NARO system or outside seed sources, right through registered seed multiplication and certified seed production and on-sale to farmers.

To date two companies have begun to fill the needs of the sector. While USP still exists, NASECO has been supported to carry out the role of the multiplication of breeders seed through sale of registered seed. This is progressing well under the auspices of the fledgling seed certification authority. Additionally, Harvest Farm Seeds has been supported to work at the certified production – commercial sale end of the seed sector. This has involved supporting a partnering with Seedco Zimbabwe to supply hybrids suited to the local environment. This has been particularly successful with the release of two hybrids namely Sc625 and Sc627 through the National Variety Release Committee.

Although total sales from the private sector are unlikely to achieve more than 50% of the total market requirement, a real private sector seed multiplication and distribution system has been established. This is totally self-financing and as such is a sustainable development essential to the progress of the agricultural sector.

#### **Objective 8: Seed multiplication activities supported and promoted**

The strategy during the reporting period was to continue assisting **Uganda Seed Project** where possible as well as to work with the emerging private sector players to at least parallel the privatization of USP or in the event of total collapse, to replace it. This strategy has proven effective since the government, once having made the decision to privatise, has seemingly left the Uganda Seed Project to its own devices. The Uganda Seed Company has been formed but no assets have been transferred. The USP has suffered a continued cash flow crisis, which has crippled its ability to procure effectively. Problems of quality have again occurred in the field during the 1999 B season, leaving growers with the question as to why they should bother to buy “improved” seed. This has acted against the continued technology transfer messages.

Work with CEI’s seed division – **Harvest Farm Seeds** concluded the year with a newly appointed seed manager in place, a processing plant and links to established outgrowers for supply of certified maize seed, as well as a line of credit specifically for the seed activities. Harvest launched its corporate logo and product range at a function attended by traders, Government representatives and NGO delegates.

An international warehouse manager – ACE, controls all warehouse movements. Marketing is progressing well and linkages have been made with all ATAIN distributors. Sales of Sc625 are encouraging for the first real season after demonstration and Longe 1 sales are excellent. For the first time in Uganda, certified seed is being offered as a standard grade. This has helped improve the image of the product as well as reducing the opportunity for fake seed supplies reaching the market, since any counterfeit must be similarly graded. Formal tie-up with SEEDCO has been made and arrangements are underway for the company to supply 2 support staff in processing and warehouse management during the 2000 A season.

Work with NASECO has focussed on their intention to produce registered seed for the sector. They have set up an alliance with BUFA in Kibaale to provide the basis for their outgrower requirements. Additionally, they are marketing their own certified Longe1 as NASECO Seed, particularly in the Kabarole-Hoima area.

As outlined under the objective dealing with outgrowers, efforts are ongoing to build a cadre of producers able to service the demands of these private companies for certified bean seed. Seed producers have been targeted for ongoing technical support. Currently there are in excess of 300 ha (Table 6) of seasonal area, independent of the USP contract growers, are available for production of open pollinated maize seed. This gives a potential off-take of 1200 mt per season – more than the current demand. The Post Harvest Project has been of significant support under this objective in response to demand for processing technologies (dryers and shellers).

**Table 6: ADC Seed Multiplication Support Program**

<b>Producer group/Individual</b>	<b>Product</b>	<b>Large/small scale</b>	<b>Target Company</b>	<b>Seasonal Area (Ha)</b>
Kinoni Farm	Maize (Longe)	Large	USP/Harvest	120
Mubuku Growers Association	Maize (Longe)	Large	Harvest	80
Naseco Seed Co.	Maize/Beans	Large	Own/registered	75
IFCD coop activity	Beans	Small	USP/Harvest	25
Kabale District Farmers Association (KADIFA)	Climbing Beans	Small	KADIFA internal sales	20
Total Area for Seed production				320

**Benchmark:** 4 newly emerging seed production entrants and 2 ongoing concerns supported by 2/23/00 (100% of target accomplished).

**Objective 9: Promote and support commercial farming operations**

The strategy during the year was to emphasise the commercial farming activity of the project initiated through the Farmer training school. Kinoni farm school graduated 5 classes of farmers during the year – the greatest number since inception. Of note was one course dedicated totally to the needs of farmers from the Kapchorwa District. Candidates were carefully selected by newly appointed District Commercial Contact Farmers (CCFs).

These CCFs were active commercial farmers who were tasked with selecting candidates “like themselves” for training. The CCFs work on a voluntary basis and play a key role in the formation of district **commercial farmer groups**, three of which have already been established (one each in Masindi, Kapchorwa and Hoima). The ADC is stimulating this development, as it is essential for the rapid development of the sector. Both Masindi and Kapchorwa groups meet monthly to address mutual problems. They have accessed funding together with Kapchorwa seeking a group loan with single collateral. They have made plans for joint processing and marketing.

The ADC Harvest Fund evolved into a PL-480 activity whereby the PL-480 Title II risk fund was channeled to commercial farming activities. **Centenary Rural Development Bank** took the lead in moving into this field. ADC assisted in training 9 agricultural loan officers, one of whom is now Kampala based, assisting the already active commercial loans officer in processing loans under the new credit window. The ADC was successful in negotiating for a reduction in effective interest rate from 60% to 30%.

Ongoing work with **Standard Chartered Bank** is nearing conclusion as the Bank too embarks on a similar agricultural line of credit. Loans to commercial farmers for the 2000 A season amount to Ush 200 million to 45 active, trained and supported commercial farmers in the three production nodes of Masindi, Kapchorwa and Central districts. The Post harvest Program has been of great support to this objective in response to demand for processing and storage technologies.

**Benchmark:** *At least 5 successful fully commercial catalyst farmers report activity by 2/23/00 (100% of target accomplished).*

#### **Objective 10: Input supply intervention**

The ADC ATAIN program continues to receive positive response from the private and public sectors. A weakness in ATAIN was known to be the assumption that all distributors would have sufficient credit (trade or bank) to supply the growing needs of the sector. This weakness has emerged over the reporting year as demand has increased. To overcome this weakness, ATAIN II was designed and implemented through PL-480. ATAIN II seeks to support the backward linkages between distributor and wholesaler to ensure adequate product finds its way on a timely basis into the market. ATAIN II avails an additional Ush 150 million in credit guarantees to registered distributors up to a maximum of 5. This phase of ATAIN will be fully functional during season 2000 A.

ATAIN continues to stimulate the sector:

- At the distributor level, the program has helped in creating a favourable relationship with suppliers, stockists, and financial institutions. As a result, suppliers have increased the volume of credit to distributors at district level and consequently the volume of business has increased.
- The stockists have increased their range of inputs and through the credit arrangement, even stockists with little capital have been assisted to start up business and make some profits. The stockists have gained increased technical know-how and are able to explain the use of inputs to farmers. This has greatly improved their confidence in dealing with the products. Record keeping knowledge has helped stockists to monitor performance and make reconciliations.
- At the farmer level, there has been an increase in the use of improved seeds, fertilizers and crop chemicals. This was due to the fact that with the establishment of rural stockists, inputs are now nearer the farmers, requiring shorter distances to procure inputs. Arising from use of improved seed and fertilizers, some farmers have reported increased yields and consequently increased incomes.

A total of 105 stockists and 5 distributors, and an estimated 58,000 farmers have benefited from the ATAIN program. Since the establishment of ATAIN in 1998, over 275 mt and 360 mt of seeds and fertilizers respectively have been sold by the ATAIN stockists.

**Benchmark:** *5 distributors and 150 rural stockists supported by ADC support in 10 districts by 2/23/00 (More than 100% accomplished. Although number of stockists under the ATAIN program was less than the set target, the ADC supported a total of over 300 stockists during the year. Most of these were not part of the ATAIN program).*

### 3.2 Component Two: High Value Crop Development

#### Overview

The export value of crops covered by the high value client portfolio was \$28.15 million in 1999. A summary of exports by major category is given in Table 7. The figures are best estimates based on production and export statistics collected from the URA, CAA, MAAIF, national associations, individual clients and traders. Since no single source gives a complete picture of volume and value, the figures have been cross-checked and adjusted to give conservative average estimates.

**Table 7: High Value Crop Exports 1995-99**

<b>Product</b>	<b>LOP Target (\$mill FOB)</b>	<b>1995 Value (\$mill FOB)</b>	<b>1998</b>	<b>1999</b>	<b>% LOP Target</b>
<b>Cut flowers</b>	5.00	2.30	14.02	16.12	322
<b>Fresh fruit &amp; veg.</b>	0.37	0.63	2.30	3.28	886
<b>Spices</b>	1.10	2.64	1.34	1.95	177
<b>SUB-TOTAL</b>	<b>6.47</b>	<b>5.57</b>	<b>17.66</b>	<b>21.35</b>	<b>330</b>
<b>Papain</b>	N/A	4.46	4.94	4.00	N/A
<b>Cocoa</b>	N/A	0.64	2.12	2.80	N/A
<b>TOTAL HV NTAEs</b>		<b>10.67</b>	<b>24.72</b>	<b>28.15</b>	<b>N/A</b>

The value of floriculture exports for 1999 was more than three times the LOP target and \$2.10 million higher than the previous year. Rose exports remained static but the value of cuttings (mainly chrysanthemum) increased. One new rose farm started operations in 1999. Currently there are 17 rose farms in operation and two farms producing plant cuttings. The total area under production in floriculture is about 80 ha.

The plant cuttings business has been aided with technical assistance for original trials in 1996, through commercialization of chrysanthemum cuttings, to the current emphasis on growth and diversification.

Although some investors in roses have failed, the industry has been a much greater success than originally expected. The reasons for failure have been that (a) some varieties originally planted did not perform well under Ugandan conditions, (b) some investors over-borrowed at high interest rates and (c) some farms lacked competent technical and financial management skills. The HV team has worked successfully with growers to identify suitable rose varieties for Uganda. As a result, most farms are now re-planting and expanding. Prices for Ugandan roses in the first quarter of 2000 were higher than ever before. Management has improved in the farms, which have been taken over by new investors, and several more can be expected to change hands over the next year. The future for Ugandan small-headed roses looks good (despite local media reports) and the HV team will continue to provide technical support in research, training and market development.

Fresh produce exports increased to a total FOB value of \$3.3 million in 1999, which is nearly ten times the LOP target. This total includes cross-border sales of banana and pineapple valued at \$700,000 in a 1999 study carried out by the ADC. This unexpected growth in fresh produce

exports has been largely due to increases in crops specifically targeted by the HV team for assistance - Scotch bonnet pepper, green beans and okra. Nevertheless, there is still only one major vegetable farm operating to full EU import standards. Although some support will continue to viable small-scale producers and outgrowers, significant growth in this sub-sector will depend upon new investments in large-scale vegetable farming. Future technical assistance will therefore be focussed on attracting and sustaining new investment.

Exports of spices in 1999 were valued at \$1.95 million which is almost double the LOP target. Most of this was due to a record crop of vanilla following intensive technical assistance and market promotion by the ADC through the Uganda National Vanilla Association (UNVA) and good seasonal growing condition. Market prospects for vanilla look good for the year 2000. Growers are set to receive US\$ 3,500 per kg for green beans, equivalent to a return of at least US\$ 280,000 per 100 plants or US\$ 2.5 mill per ha. Sales of dried ginger and chilli (poor production) remained low in 1999. These are relatively low margin products, grown entirely by smallholders, which have not attracted investors so far.

Papain continues to do well with an export value of about \$4.00 million in 1998. Cocoa exports were valued at \$2.80 million by the Cocoa Development Project (CDP), following a survey of traders. These are smallholder crops with good prospects for growth, which were not included in the original project design. The relatively low level of technical assistance provided to-date will be increased substantially during the next phase of the project.

Impact studies carried out by the ADC, and the positive response of clients to advice, suggests that the HV team has been influential in raising high value exports to many times the original project targets. As well as the large increase in foreign exchange earnings, it is estimated that increases in high value exports have provided income for more than 10,000 rural small holders and employees since the start of the project, which is three times the LOP target. To continue this rate of growth through 2000 and beyond, the key elements of the HV approach remain the same, namely:

- Intensive technology transfer and training to assist the growth of 30-40 successful current clients, including both "cash rich" and "labour-rich" groups
- Provision of customized marketing support and market analysis to all clients
- Identification and training of new investors, particularly processors and traders with adequate finance and good business skills
- Focused TA on a small range of capital-intensive crops including high-yielding roses, plant cuttings and selected vegetables with proven competitive advantage and high sales potential
- Focused technical assistance on a small range of labour-intensive crops including cocoa, vanilla and papain, with comparative advantages and income potential for smallholders, and reliable market outlets
- Careful market development and production trials on several crops and products with future potential for rapid growth, such as organic vegetables
- Extension of the national code of practice for horticultural crops, to include all export crops
- Technical assistance to improve handling systems at Entebbe Airport and to ensure that adequate airfreight space is available to exporters at competitive rates.

Crops such as dried chilli, dried fruits, geranium (for essential oil), mushroom and honey, which have received considerable attention in the past without much success in terms of employment and foreign exchange earnings, will receive minimal attention in future.

### **Progress by Output and Objective**

#### **Output 1 (a): 15 high value crop research contracts completed**

Progress on research trials is summarized in Table 8. Sixteen research activities were identified during the first two years. Three of these were completed in 1995-96 (passion fruit, fine beans and summer flowers). Papain trials were completed in January 1998 and the demonstration trial program for horticultural crops at Kawanda was completed in November 1998. Two activities were discontinued in 1997 (Lisianthus and rose varietal trials) but an additional activity on yield of cymbopogon oil for toothpaste production was initiated. A new research activity on cocoa was initiated in 1999 in conjunction with the Coffee Research Centre at Kituza. Follow-up research/training agreements were initiated with NARO in 1999 on banana and passion fruit. The original research proposal on varietal screening of roses has also been revived at the request of UFEA and field work on it will start in March 2000.

**Table 8: High Value Research Activities**

<b>Research activity</b>	<b>Implementing firm</b>	<b>Status</b>
<b>Floriculture</b>		
1. Summer flower production (callistephus, celosia & euphorbia sps.)	J.H.Floricultural Growers Ltd	Field work and final report completed. Potential established but no commercialisation to date. Bulletin produced and circulated.
2. Bouvardia varietal trials	Nile Roses Ltd	Field work and final report completed. Results do not justify commercialisation.
3. Alternative flowers (chrysanthemum cuttings, saintpaulia plants, amaryllis bulbs & rose propagation)	Ziwa Horticultural Exporters Ltd	Field work and final report completed. Commercialisation of results has proceeded with successful joint ventures for chrysanthemum cuttings. Bulletin produced and circulated
4. Cut flower varietal trials (lyzimachia & solidago sps.)	Nsimbe Estates Ltd	Field work and final report completed. Potential of solidago established but no commercialisation to date. Bulletin produced and circulated
5. Rose varietal trials	UFEA	This is a major ongoing research activity. The production site has been agreed with UFEA and a consultant recruited to establish a trial area of 0.5 ha on the Fiduga/WFS farm.
<b>Fresh fruits &amp; vegetables</b>		
6. Passion fruit quality trials	1. HORTEXA 2. NARO	Original work completed. Commercialization of results has occurred with direct impact on exports. Commercialization bulletin updated and distributed. A second phase was initiated in 1999 with NARO to re-characterise Kawanda hybrid clones and produce plants free of woodiness virus.

<b>Research activity</b>	<b>Implementing firm</b>	<b>Status</b>
7. Banana yield and quality trials -previously apple banana trials with OSU	1. O.S.U. Ltd 2. National Banana Program (MAAIF/NARO)	Original field work at OSU farm was completed and provided information for a commercialization bulletin to be produced and circulated. Work has been expanded to a second phase in 1999 to include matoke and organic apple banana through the National Banana Research Programme (NARO).
8. Fine green beans	Mairy Estate Ltd	Work and report completed. Commercialization of results has occurred with direct impact on exports. Bulletin produced and circulated.
9. Hot pepper yield trials	Coseda Enterprises Ltd	Work and report completed. Commercialization is proceeding with direct impact on exports of yellow and red hot pepper. Seed collected from high quality lines. Commercialization bulletin produced and circulated.
10. Asparagus varietal trials	Fruitpack Ltd	Work completed. Attempts to rehabilitate trial plots have failed. Preliminary commercialization bulletin produced on the basis of observational and reference information and circulated.
<b>Spices &amp; essential oils</b>		
11. Paw paw cultivar trials for papain content.	Reco Industries Ltd	Field work and final report completed. High-yielding selections identified and seed collected. Commercialization bulletin produced and circulated. Second phase requested by client.
12. Birds eye chilli yield trials	1. Joseph Matovu Ltd 2. Lili Asha & Rukungiri Growers	Final report completed. Original field trials were abandoned without data collection. Small trials were repeated in Rukungiri and at Lili Asha. Preliminary commercialization bulletin produced.
13. Vanilla yield trials	Kasirye Agro-Mixed Farms	Work completed. Field trials rehabilitated and pilot processing plant built. Preliminary commercialization bulletin updated.
14. Geranium oil yield trials	Uvan Ltd	Work completed. Little data collected. Preliminary commercialization bulletin produced.
15. Cymbopogon oil yield trials	Taimex Ltd	Work completed. Commercial still was produced and initial orders for oil have been obtained.
<b>Cocoa</b>		
16. Varietal characterisation and IPM for cocoa	Coffee Research Institute - MAAIF/NARO	This is an ongoing activity. Field work on IPM methods and clonal screening has started at Ddamba Island and Kituza.
<b>General</b>		
17. NARO demonstration trials	NARO	Demonstration plots were established for several high value crops. Data was also collected from farm sites. Final report has been prepared and technical data will be incorporated into existing commercialisation bulletins.

The results from these 17 activities have been mixed. Problems with management and reporting by grantees were described in detail in previous semi-annual reports. For the majority of activities the final report was prepared by the HV team with limited quantitative data available. However, the overall return on grant expenditure is good in terms of sustainable exports resulting from several of the research activities. After all, we are making an intervention in **non-traditional** commodities and although we conduct a careful analysis of prospective ventures, not all research is guaranteed positive results.

### **Objective 1: Complete 10 current trials**

A new research activity on cocoa was initiated in 1999 in conjunction with the Coffee Research Institute at Kituza. Follow-up research/training agreements were initiated with NARO in 1999 on banana and passion fruit. The original research proposal on varietal screening of roses has also been revived at the request of UFEA and fieldwork on it will start in March 2000.

Exports influenced directly by HV research activities will generate more than \$5 million in the 1999/2000 season:

- Joint ventures have been set up with foreign investors to produce chrysanthemum cuttings. The 1999 fob value of exports was \$4.5 million and this will increase further in 2000
- Sales of green beans and "Scotch bonnet" hot pepper grew from insignificant levels in 1995 to 750 tonnes in 1999, valued at \$825,000 fob
- Vanilla production increased to 360 tonnes of green beans in 1999 which generated exports of cured vanilla valued at \$1.5 million fob

Overall the research activities proved to be well selected and effective in stimulating investment and exports. Execution was poor in a scientific sense since neither NARO or private clients had the necessary expertise in trial design, data collection, data analysis and report preparation. A different approach will be used in future.

***Benchmark:*** 15 total research agreements completed by 2/1/00 (100% of target accomplished).

### **Objective 2: Initiate three more research trials**

Research proposals have been approved and fieldwork initiated for cocoa trials (NARO - Kituza Coffee Research Centre), banana research/demonstrations (NARO - National Banana Research Programme), passion fruit clonal characterisation (NARO-Kawanda) and cut flower variety trials (UFEA).

The cocoa research will focus on characterisation of improved cocoa cultivars planted on Ddamba Island more than ten years ago, followed by collection and dissemination of seed from the most promising trees. Various IPM techniques will also be tested on mature stands of cocoa at the Kituza research station.

Eight matoke banana demonstration plots and one plot of organically grown apple banana (ndiizi) have been established by the National Banana Programme team in different Districts. The matoke plots will be used to collect yield data under improved production conditions and to demonstrate the results to farmers. The organic plots of apple banana have been established to test the market reaction to pre-ripened and pre-packed fruit, in conjunction with Mack Multiples, a UK

supermarket distributor. Trial commercial plots of organic banana, using biologically enhanced tissue-culture planting material, will also be planted by the IITA banana research team in 2000.

The Kawanda horticulture team have been collecting samples from the original eight lines of Kawanda hybrid passion fruit currently grown by farmers. These are being re-characterised for export potential. Virus-free plants are also being identified and propagated by tissue culture in order to produce a mother garden of exportable, virus-free cultivars grafted on to fusarium-resistant root stocks. These should be available to farmers by mid-2000. The main constraint preventing export growth of passion fruit is virus and disease infection of commercial orchards. More than 90% of plants tested so far are infected by woodiness virus, and collar rot (fusarium) limits most ungrafted plants to a commercial life of only 1-4 seasons.

In conjunction with UFEA, a consultant has been recruited to establish rose and other cut flower trials at the Fiduga farm on the Masaka road. Breeders have been contacted to supply new lines of roses with potential for Uganda and the first planting is expected in April 2000. Sales of roses from the trial plots and contributions from participating growers will partly finance this activity from the beginning and the aim is to make it a self-financing UFEA activity within four years.

**Benchmark:** *Three additional research trials initiated by 2/21/00 (95% of target completed).*

## **Output 2: Provide specialist TA to 40 firms/associations**

A total of 60 firms and private sector associations/outgrower schemes have received customized technical assistance on HV crops since the start of the project. Many others have received specialist advice from the HV team, which they have yet to translate into feasible investments, or have received general forms of assistance through their national or local associations. A full list of all firms and associations, which have received assistance is given in Annex 6 (b), with a summary of the types of assistance provided. Four national associations: HORTEXA (fresh produce); UFEA (flowers); UNVA (vanilla) and UHA (honey) have continued to receive technical assistance, training and funding to strengthen their institutional capabilities. Technical assistance has also provided to local associations of cocoa growers and traders to form a national association.

Fresh produce exporters have received intensive assistance with market development, quality monitoring and general business advice. The institutional capability of UFEA has improved significantly over the years. The need for joint action on freight, codes of practice and re-financing issues prompted some of the larger, better-financed growers to support the association more actively.

UFEA and HORTEXA were assisted jointly, and in conjunction with the Civil Aviation Authority (CAA), to evaluate airfreight options and the costs of services at Entebbe Airport, relative to other African competitors (see ninth semi-annual report). As a direct result of this initiative, members of the two associations raised \$150,000 of private capital to form a new company, Fresh Handling Ltd (FHL). FHL will provide handling and chartering services at Entebbe airport, operating from the USAID-funded cold store.

The institutional capability of UNVA has also improved significantly and following an audit, their grant request for \$56,000 was approved by USAID. The association currently has an active executive committee with representation from different districts. Two national extension workers were recruited in February 2000 and are currently being trained with ADC assistance.

Major results and impacts of TA to-date are:

- Annual exports of HV crops have increased fourfold between 1995 and 1999, equivalent to additional foreign exchange earnings of \$16 million per annum, with relatively higher increases in specific ADC target crops.
- Uganda has become a competitive and leading supplier of small-headed roses for supermarket sales and bouquets (varieties- Frisco, Rodeo, Lambada, Eskimo, Sacha, Dream, Maxime etc). This has resulted in new investment in roses of about \$3.5 million in 1999.
- Uganda is competing successfully with established producers of chrysanthemum cuttings and is now regarded as a major supplier to European and Japanese buyers.
- Ugandan fresh produce exports are increasing in volume and more evenly distributed between supermarket importers and wholesale markets.
- Uganda has become the top suppliers of "Scotch bonnet" hot pepper to the European wholesale market.
- In 1999 Uganda was the third biggest producer of vanilla after Madagascar and Indonesia.
- Smallholder cocoa is being rehabilitated and exported.
- A draft code of practice covering social, environmental, food safety and quality issues has been prepared for fresh produce and floriculture growers and exporters.
- Handling and shipping of perishable produce from Entebbe has become more competitive through the formation of Fresh Handling Ltd.

### **Objective 3: Provide specialist TA to 4 national associations**

During the fifth work plan year, 4 national associations: HORTEXA (fresh produce); UFEA (flowers); UNVA (vanilla) and UHA (honey) received technical assistance, training and funding to strengthen their institutional capabilities. Technical assistance was also provided to local associations of cocoa growers and traders to form a national association, which is expected to be registered in 2000.

Fresh produce exporters received intensive assistance with market development, quality monitoring and general business advice. Ten members of HORTEXA each received grants of \$5-10,000 for supplementary irrigation and field packing facilities. The financial management of these grants was poor and HORTEXA will not be considered for further assistance until satisfactory accountability has been provided to the ADC.

The institutional capability of UFEA improved significantly in 1999. The need for joint action on freight, codes of practice, variety and re-financing issues prompted some of the larger, better-financed growers to support the association more actively. This is reflected in the current executive committee and in a more pro-active approach to overall development of the industry.

UFEA and HORTEXA were assisted jointly, and in conjunction with the Civil Aviation Authority (CAA), to evaluate airfreight options and the costs of services at Entebbe Airport, relative to other African competitors (see ninth semi-annual report). As a direct result of this initiative, members of

the two associations raised \$150,000 of private capital to form a new company, Fresh Handling Ltd (FHL). FHL will provide handling and chartering services at Entebbe airport, operating from the USAID-funded cold store.

The institutional capability of UNVA improved significantly in 1999 and following a successful audit their grant, request for \$56,000 was approved by USAID. The association currently has an active executive committee with representation from different districts and a small office in Mukono. Two national extension workers were recruited in February 2000 and are currently being trained with ADC assistance.

Despite repeated attempts and apparent potential, Uganda remains unattractive for honey production. A quantity of 1.3 mt of comb honey was exported. The ADC did assist suppliers from western Tanzania and southern Sudan in consolidating their small volumes of honey with Uganda supplies. Through UNIDO support, UHA was assisted with a consultant from Germany to assess local honey characteristics. Another FAO initiative supporting the honey industry was terminated after an evaluation revealed improprieties by the national project coordinator. Very little support will be provided to honey under the next phase of IDEA.

***Benchmark:** TA provided to 4 national associations by 2/23/00 (100% of target accomplished).*

**Objective 4: Provide customized TA to 30 firms and outgrower associations**

During the fifth work plan year, customized TA was provided to 5 national associations (UFEA, HORTEXA, UNVA, UHA and Uganda Cocoa association) and over 30 firms and grassroots associations. UFEA and HORTEXA members formed a joint company- Fresh Produce Ltd, to improve handling and consolidate volume at Entebbe International Airport. The key areas of assistance to the associations included establishment of demonstration centres, training and market development.

Efforts were also targeted at increasing production and improving management. This has resulted in increased production and export of HV commodities. The general emphasis now for all clients is on boosting their competitive advantage through improved yields and quality. The main inputs from the HV team in future will be on trials, demonstrations, training and practical marketing assistance.

***Benchmark:** TA provided to 30 firms and local associations by 2/23/00 (100% accomplished).*

**Output 4 (a): Information on HV commodities collected and disseminated**

During the first phase of IDEA, the ADC established and maintained a vibrant MKIS, which has not only provided clients with market information but has increasingly served as a main source of export statistics on HV crops. Over the year, the ADC has developed a reputation as a reliable source of both market and technical information on HV commodities. As a result the ADC has become a first point of contact not only for NTAE firms but also Government ministries, NGOs, donors and consultants. Weekly and, in some cases, daily prices on international markets have been made available to clients on-line at the ADC for all the major commodities. Bi-weekly price bulletins for all HV products are sent to relevant clients on a regular basis.

Over LOP, a total of 16 commercialization packages were produced for HV crops/products: vanilla, passion fruit, birds eye chilli, roses, okra, hot pepper, green beans, banana, miscellaneous flowers, asparagus, dried fruit, mushroom, papain, mushroom, geranium oil and honey. These were in high demand and it is estimated that more than 3,000 copies have been distributed. The bulletins contain practical information on all aspects of production and marketing.

Market price information and cost-of-production data has allowed basic feasibility analyses to be carried out by prospective growers. As new information was generated, bulletins were updated and expanded.

As a way of promoting Uganda produce and expanding the market base, the ADC has supported market contact visits, trade shows and encouraged buyers to visit Uganda. Various firms and associations have benefited out of this. During the past five years, the ADC supported a total of over 65 inward and outward visits.

#### **Objective 5: Distribute market information**

During the past year, monthly data was collected for production and export of 26 rose varieties and other miscellaneous floriculture products, and 25 types of fresh fruits and vegetables. The statistical section of the CAA was provided with computers and training to improve their data collection capability for all exports, using commercial invoices as the primary source of data to enable accurate statistics to be collected.

Weekly and, in some cases, daily prices on international markets were made available to clients on-line at the ADC for all the major commodities. Bi-weekly price bulletins for all HV products were sent to relevant clients. The UNVA web site ([ugandavanilla.com](http://ugandavanilla.com)) was a big success in attracting new vanilla buyers from North America, Europe and Asia.

***Benchmark:** Improved MKIS operating and clients receiving focused market information by 2/23/00 (100% of target accomplished).*

#### **Objective 6: Upgrade current commercialization bulletins**

During the fifth work plan year, a total of 16 commercialization bulletins were upgraded and are now ready for distribution. These were: vanilla, passion fruit, birds eye chilli, roses, okra, hot pepper, green beans, banana, miscellaneous flowers, asparagus, dried fruit, mushroom, papain, mushroom, geranium oil and honey. Arising out of this, clients are expected to make better decisions for production and marketing.

***Benchmark:** 13 HV commercialization bulletins upgraded and disseminated by 12/21/99 (100% of target accomplished).*

#### **Objective 7: Produce two additional extension manuals**

Draft manuals for extension workers in banana and cocoa have been completed. Posters and leaflets derived from the manuals are also being prepared for wider dissemination to growers.

***Benchmark:** Two new extension manuals completed by 7/1/99 (50% of target accomplished).*

### Objective 8: Carry out 10 additional market contact visits

A visit to Kenya, Zambia and Zimbabwe was organized for 2 representatives of UFEA, HORTEXA and CAA to have discussions with trade associations, meet handling agents and charter companies, observe airport procedures and collect cost data. UFEA promoted Ugandan roses successfully in Germany at the annual trade show of the German importers association (IPM 2000).

Fresh produce export representatives from HORTEXA, the Mubuku irrigation scheme and RECO industries attended AGF-Totaal, the major annual fresh produce fair in Holland. They were assisted in stand preparation and produced a good advertisement for Ugandan fresh produce. RECO has made shipments to new customers in Denmark and UK since the show. The group went on to visit UK wholesale markets after the show. Three major buyers of fresh produce and flowers were brought in to speak at a workshop held by the CAA on "Promoting High Value Exports through Entebbe". The workshop was well attended and raised awareness on the need for improved handling at the airport. Table 9 shows outward visits supported by the ADC during the fifth work plan year.

Various buyers of flowers, fresh produce and vanilla visited Uganda and were assisted by the ADC (Table 10). Food Surveys, Fintrac's associate company in Europe, speak with importers on a weekly basis regarding all HV exports from Uganda. The image of Uganda as a supplier of high value products has improved significantly since 1995.

**Benchmark:** *At least 10 focused- market contact visits completed by 12/30/99 (120% of target accomplished).*

**Table 9: Main HV Market Contact Visits 1999**

Event	Country	# of Participants	Remarks
<b>Floriculture:</b>			
Group visit to IPM 2000 trade fair in Essen, organised by the German Association of flower importers.	Germany	6	Good contacts made with German importers. The display was a professional advertisement for Ugandan roses.
Group visit to observe and discuss freight and handling systems	Kenya, Zambia, Zimbabwe	2	Familiarisation tour for preparation of Entebbe airport study.
<b>Fresh fruits and vegetables:</b>			
Group visit to observe and discuss freight and handling systems	Kenya, Zambia, Zimbabwe	2	Familiarisation tour for preparation of Entebbe airport study.
Group visit to AGF-Totaal fresh produce fair and Dutch/UK importers	Holland UK	6	Good response from importers. New business started as a result of the trip.

**Table 10: Main Importers Visiting Uganda 1999**

<b>Importer</b>	<b>Country</b>	<b>Products</b>	<b>Remarks</b>
<b>Flower buyers:</b>			
Flower Auction Holland (BVH)	Holland	All flowers	Preparations for 1999/2000 season and assistance.
Rotoflower	Holland	Roses	One of two main direct buyers from Uganda.
Tarsal Koos Mink	Holland	Roses	One of two main direct buyers.
Zurel	Holland	All flowers	Biggest distributor in Europe
<b>Fresh produce:</b>			
HighLow Supermarkets	Holland	Hot pepper, okra, Asian vegetables	Visited production areas, placed orders, supplied seed, made advance payments for 1999/2000 season
Mack Multiples	UK	Green beans, peas,	Visited Lili Asha and Mubuku, placed firm orders, supplied seed
Sainsbury's Supermarket	UK	Green beans, peas	Visited lili Asha and Mubuku, assessed code of practice
Exotic Farm Produce	UK	Range of vegetables and organics	New business started with African Organics
<b>Vanilla:</b>			
Zinc & Triest	USA/France	Vanilla	New orders placed

### **3.3 Component Three: Business and Financial Linkages**

#### **Overview**

The Business and Finance (BAF) component complements the work of HV and LV components by offering business-related technical assistance to ADC clients in the areas of business and operating plans, financial mediation and referrals, and agribusiness training. BAF services to clients are extended in collaboration and consultation with HV and LV, and on a demand-driven basis. Provision of BAF services to clients is by either BAF's in-house LTTA, STTA or through a number of collaborators, e.g. PL-480, APDF and others.

The BAF component has been manned by one local LTTA after the expatriate LTTA. The component's work plan year objectives and targets were achieved, and in some cases surpassed.

The annual work plan, on which the report is based, recognizes the need to consolidate the project previous four years' efforts in order to realize sustainable impact. In this regard the work plan objectives emphasized the need to focus TA on clients, both existing and new, with demonstrated capacity to leverage time and costs, and to sustain the ADC TA efforts on their own.

As a result, the pay-off during the year was tremendous in terms of reduced contact time per intervention with clients and hence increasing the opportunity for leveraging TA intervention time to existing and new clients.

The fifth annual work plan BAF component objectives embrace a mix of contractual obligations and ADC initiatives developed during the previous years in response to challenges in the NTAE environment. These included the unresponsive financial environment which at best can be described as non-supportive to the NTAE sector, and flaws in the original project design assumptions as previously identified by ADC and confirmed during the project mid-term and final evaluations.

The implementation of the well-conceived ADC initiatives, which were not hampered by indecision, as in the case of ATAIN program, continues to realize substantial impact on NTAE activities.

However, ADC had to put aside pursuance of the initiatives whose proposals have been subjected to the bureaucratic decision process of government departments and other institutions, e.g. the Harvest Fund, CBMS and the Small Holder Production Finance Credit. Despite the BOU decision to recapitalize and operationalize the Export Refinance Scheme with \$5 million, NTAE borrowers are frustrated by commercial banks through which they must access the scheme funds.

Similarly, implementation of BOU Export Credit Guarantee Scheme continued to be sandwiched in bureaucracy. These two BOU schemes in which ADC had put substantial effort, if successfully implemented would adequately address the financing needs of NTAE exporters.

During the year, as in the previous periods, demand from clients remained low for business planning largely because of the continued uncertainty to access finance to implement the plans. However, as in the previous periods, the demand for BAF services for operating plans and financial intermediation for short-term working capital loans was good.

As noted in the previous semi-annual report, the financial sector suffered a major setback with three commercial banks completely shut down and liquidated by BOU, among which was the Cooperative bank with which ADC had established a good working relationship for its clients. Also, as a result of the shaky financial sector and the consequent BOU intervention as a prudential measure, all the commercial banks are subjected to unprecedented stringent performance requirements. There had also been negative publicity concerning debt servicing by flower farms, a situation well known in the banking fraternity.

Consequently accessing their finance products has become a nightmare, with some completely shutting their doors to borrowers, especially for non-traditional agriculture. This situation to some extent retarded the trend of ADC's finance intermediation effort. In addition to rendering the accessing of finance products by borrowers difficult, the closure of the banks also tied up deposits of a number of ADC's clients thereby hampering their performance. These problems apart, the clients who have in a way accessed bank facilities during the reporting year and previous years have had reasonably successful undertakings in terms of smooth and expanded NTAE activities, and are all satisfactorily servicing their loan obligations.

BAF training activities during the year, like in the other intervention areas, focused on consolidating the previous gains. Emphasis were placed on training events with grassroots and broad-based impact; replication potential; synergy at the project components level; diversity of NTAE activity coverage e.g. input supply, commercial farming, and agribusiness planning; and resource leveraging through collaborators and clients. As in the previous years, the number of people reached in the training programs during the reporting year exceeded the work plan target, a reflection of the growing importance attached to the benefits of training by the clients. Also there is increasing application of the training skills and knowledge gained by the training beneficiaries. The tables following these highlights summarize results by different monitoring category for the reporting period. Annex 7, at the end of the report, includes similar tables covering the performance during the previous years. Overall, despite some disappointments as highlighted above, BAF performance registered positive impact and realized the work plan targets.

### **Progress by Output and Objective**

<b>Output (3a): 50 firms receive one-on-one assistance with business planning and financial contacts</b>
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The IDEA contract states, among others, that “--- the accessibility of finance to Ugandan entrepreneurs has been cited as one of the key constraints to the development of NTAEs. Therefore, activities supported by the IDEA project that facilitate sound business planning and access to finance are viewed as high priority.” This statement translated into one of the specific BAF LOP output targets: 50 firms ie, 10 firms per year assisted with business planning and financial contacts. Accordingly, the implication of this particular LOP target was that sound planning and management practices is a key to increased access to and use of finance by NTAE firms. Whereas the LOP target is silent on quantifiable level of success of financial contact

assistance, it is imperative that non-successful financial contact effort does not yield any NTAE activity. Thus pursuance of the LOP target was throughout underpinned by the potential impact on the activities of the clients being assisted. Also the focus on NTAE firms invariably does not exclude individual non-firm clients.

Throughout the first phase of the project, BAF assisted a total of 104 clients (representing over 200% of LOP target), and completed or assisted with a total of 45 business management plans, covering the gambit from business financing plans, sales and marketing plans, accounting systems to annual operating plans.

In addition, BAF assisted the clients with implementing the plans whenever requested. Sometimes as a result of the business plans or on stand-alone request, BAF assisted clients with financial contacts. By end of phase I, a total of 55 clients had been assisted with financial contacts through 90 finance contact interventions with varying degree of success in terms of clients accessing finance for NTAE activities. Nearly US\$2.8 million was successfully accessed representing roughly 35% of the total US\$7.9 million in financing sought. During the same period a total of 16 clients were referred to APDF for business plans and financial contacts assistance.

Throughout LOP, attainment of the output target was largely hampered by the constraints in the finance sector highlighted above and noted in the previous reports. Difficulty in accessing bank finance facilities was the most critical factor that retarded the demand for business plans. Business planning and finance mediation aside, BAF assisted several clients through one-on-one contacts that resulted in neither business plans nor finance contacts but which impacted on NTAE activities. During the initial years of IDEA, even before the evaluation, it became apparent that while the component targets could be met, the impact on NTAE was less than initially anticipated. This was because of the flawed assumptions on which the targets were based, specifically that with a sound business plan one can easily access finance. Consequently and in collaboration with HV and LV, BAF pursued new initiatives that if successful would have a significant impact on NTAEs. The new initiatives were undertaken while complying with the unchanged component LOP targets.

#### **Objective 1: Maintain existing business services/contact with existing and new clients**

The total number of clients assisted in some capacity or another during the fifth work plan year was 59, of which 37 were new and 22 existing clients. The range of services offered to new and old clients alike span business and operating plans, finance mediation, training, and other business-related technical assistance. Most of the assistance during the work plan year was focused on either implementation of activities for which the clients had previously accessed ADC assistance or on complementary activities that enhance the implementation of the activities for which clients accessed ADC support previously. BAF TA service to clients during the year was largely on a one-on-one basis, with a number of clients having more than one intervention. The surge in the clients' demand for the ADC service during the year is a reflection of the importance attached to and the benefits derived from the services by the clients. During the year, unlike in the previous periods, there was no demand for CAF and APDF referral services. However, the APDF production specialist, provided through the IDEA grant, continued to assist the HV fruits and vegetable producers. Table 11 at the end of this section, depicts the types of services offered to various clients.

***Benchmark:*** 10 previous and 5 new clients assisted by 2/23/00 (393 % of the target accomplished).

## **Objective 2: Complete business/operating plan for selected clients**

During the year, as in the previous years, the demand for business plan assistance was low. In the normal situation having a business plan should make it easier for one to access credit. However, given the increasing uncertainty to access bank credit in the Uganda's finance sector, especially for NTAEs, the decline in the demand for the business planning service was inevitable. Also, ADC put more emphasis on assisting clients with implementation of previously completed business plans, including finance mediation, rather than spending more effort on new plans whose implementation would be uncertain without ADC continued assistance in case the project was not extended.

The weaknesses in the financing sector notwithstanding, BAF continued to provide directly and through STTA such business plan assistance on a demand-driven basis, where the clients showed demonstrated capacity to implement the plans, with or with no bank facilities. In collaboration with HV and through STTA, two business plans for UFEA/HORTEXA and Fresh Handling Ltd were completed during the year.

During the work plan year under review, the demand for operating plans, though of a down-scaled nature, was sustainable. Most of the assistance with operating plans was on activity plans for supporting short-term working capital loan requests. As a result of the teaming relationship with CERUDEB under the risk fund scheme, ADC clients are able to access facilities from the bank using BAF-prepared cashflows which do not amount to full scale operating plans. BAF participated in either the drafting or implementation of 8 operating plans, 5 of which were done in-house, 2 by STTA and 1 through VOCA. Tables 12 and 13 summarize the work completed under this objective.

***Benchmark:** 10 clients received business/operating plan assistance by 2/23/00 (100% of the target accomplished).*

## **Objective 3: Mediate finance for clients**

During the year, there was tremendous demand from clients for assistance with finance mediation for working capital, as depicted in Table 14. Also through a well harmonised working relationship with Centenary Bank, backed by PL-480 guarantee Risk Fund, a number of ADC clients in the LV sector accessed finance. Finance mediation through other commercial banks remained difficult as bank weaknesses continued to escalate which necessitated the BOU to intervene with stringent measures making a number of commercial banks suspend loan portfolios to clients. However, one client was assisted to access US\$100,000 overdraft line for seed procurement, processing and marketing from Barclays Bank through an ADC deposit guarantee.

The NTAE medium and long-term financial products remained increasingly unavailable in the banks and this to some extent affected the level and focus of ADC finance mediation efforts. Despite the goodwill previously realized by ADC efforts with a number of commercial banks which had created good reception to our clients from the banks, internal weaknesses within the banks (e.g., liquidity problems, fraudulent lending, resurgence of excessive collateral requirements and high borrowing costs) have had some negative effect on ADC's goodwill efforts. For example when the Coop. Bank closed, a number of ADC clients had their risk fund loan applications under consideration. Also a number of clients with viable undertakings are shying away from borrowing because of prohibitive costs which are in most cases in excess of expected returns.

During the year, ADC worked with Centenary Bank, through a teaming relationship, to reinstate the risk fund scheme, formerly managed by the defunct Coop. Bank, and through the scheme 22 clients have been able to access a total of US\$150,000. The fund is for LV production and input supply finance. Its success will certainly tickle the bank to absorb the risk fund borrowers into its mainstream lending portfolio and also expose to the bank the opportunity to open to the general NTAE sector as a source of viable and bankable clients.

On the positive side, all the clients for whom ADC successfully mediated for financing from the banks are satisfactorily servicing their loan obligation with zero default rate. Also a number of clients are able to access repeat loans, sometimes on their own initiatives. Thus, inspite of the uncertainty with the banking situation during the reporting year, a ray of hope for NTAE players to access bank facilities still exist. The CERUDEB risk fund and the BOU rejuvenated ERS and the new ECGS if fully operational, all of which had proactive ADC-participation in institutionalizing, are expected to put back NTAE lending to meaning life and worth pursuing. ADC, in addition to mediating for the client applicants, continued to undertake performance monitoring of the clients' activities in order to minimize potential for failure and default on repayment.

As previously reported, weaknesses amongst some of the NTAE clients, similar to those with the banks, persisted during the year. So far four flower farms and one grain milling firm have been liquidated and sold off by the financiers through receivership process. The problems with these "problematic" firms largely stem from weak management and poor financing products, which emphasise short repayment periods and ignore the critically important working capital component. Ironically though all the farms which have had problems with repaying their loans had their business plans done by other sources other than ADC. In fact ADC has on several occasions made attempts to discuss with the banks the possibility of rescheduling the loans and refinancing the critically weak operational areas of some of the "problem" firms. However, the banks had in all instances given up hope on them with the only option of liquidation. The reality and challenge for the financiers, however, remains as to whether in all the cases liquidation would be the best option for problem borrowers. The general feeling has been that a number of enterprises threatened with receivership are viable and are technically capable of being turned around with some debt restructuring and additional financing. Others, however, are lost causes.

Because of similar fears, BOU commissioned a consultancy exercise for the flower industry in Uganda particularly focusing on the financing situation and had asked the local financiers to halt any liquidation measures that may be contemplated until appropriate solutions were worked out. It is speculated that the continued liquidation of flower farms will send negative signals to potential investors and will have negative impact on this otherwise vibrant NTAE sector. Preliminary findings in the consultancy report include, among other factors, the flawed financial projections in the feasibility studies of the farms on which the lending was based.

**Benchmark:** *Up to 12 clients referred to financing sources by 2/23/00 (308 % of target accomplished).*

#### **Objective 4: Develop and promote NTAE investment profiles**

The demand for profiles of ADC-selected and researched commodities, which was compiled and presented at an investor forum during the second year of the project was very good. This warranted a repeat, though in a much focused way, forum during the work plan year. BAF worked with LV on a profile of commercial maize farming, selected and held a consultative workshop

with lead/contact commercial farmers and is working with a number of small-scale and medium-scale commercial farmers who are now expanding and modernising their operations. A target of 1,250 ha of commercial farm operations with regular ADC TA is envisioned in the 2000 A season. Similarly ADC identified the importance of investing in cold storage and, cargo and airfreight handling as a viable and supportive NTAE service. Consequently work was initiated on the latter undertaking and a business plan was completed by STTA. A one-day workshop was held for the stakeholders at which the urgency of investing in and streamlining these sector aspects was echoed. This initiative has culminated in a new private company, to manage the cold storage and handling of horticultural products at the airport.

***Benchmark:** 2 NTAE profiles completed and investment forum held by 2/14/00 (100% accomplished).*

#### **Objective 5: Formulate and validate options to increase use of finance by NTAE firms**

Given the persistent bleak situation within the banking sector in respect of availability of bank facilities for NTAE activities, (these are characterized by stringent collateral and equity requirements by banks, lack of appropriate financial products and services for agriculture, and fluctuating and prohibiting borrowing costs), many NTAE players continue to receive periphery attention from banks and their accessibility to bank facilities is both cumbersome and frustrating, good supporting business plans notwithstanding. In addition, actual demand for business and operating plan assistance continued to lag behind the initially anticipated levels. Thus it was apparent that while BAF targets could be met, in terms of business plans completed and finance mediation made for clients, the impact on NTAEs was not as initially anticipated. Given that some targets were based on flawed assumptions and also in line with the IDEA mid-term evaluation recommendations, BAF worked with HV and LV components to initiate a number of activities that if successfully undertaken would impact on NTAEs and rural incomes. These efforts have been pursued while maintaining the original heart of the project contractual target obligations. The new ADC initiatives emphasise broad-base and grassroots impact, potential for replication, and provision of alternative NTAE financing opportunities. Most of the activities during the year were a continuation and consolidation of the previous periods' efforts.

BAF continued to manage the implementation of the ATAIN credit guarantee scheme by carrying out field monitoring of the distributors and stockists in the program and, facilitating new and refresher training sessions for the stockists. Since its inception, ATAIN has maintained a credit recovery rate of 100%, with a total of 5 distributors and 105 stockists participating in the program. ATAIN has dismissed the myth previously held by banks and micro finance institutions that rural traders are not creditworthy. The driving force for the good performance of the ATAIN program is the desire by the stockists to access successive credit, which is tied on the repayment performance of the previous credit. The program has also motivated the participating distributors to extend credit to other stockists and also to offer higher credit to the ATAIN stockists in excess of the values guaranteed, and thus creating bigger impact. Owing to the success of the program, PL-480 has accepted to fund the expansion of ATAIN to provide credit guarantee to the suppliers, thus creating a backward linkage, and double the number of stockists to 200. The expanded ATAIN-II program is expected to be operational in the 2000 A season.

Based on ADC-sponsored STTA recommendations, BOU injected US\$5 million in the **Export Refinance Scheme**, which is now available for NTAE pre-shipment finance. In addition, BOU, in collaboration with USAID, has agreed to establish the **Export Credit Guarantee Scheme** for non-traditional exports. As in the case of ERS, BAF played an active role in the consultancy for

the latter scheme. When it becomes fully operational, the guarantee will provide banks with partial risk comfort for NTAE borrowers to augment their collateral and thus facilitate availability of bank credit to exporters.

On the recommendation of final evaluation of the project, BAF continued, at the margin, to advise on the implementation of the **Uganda Commodity Exchange**, which is steadily generating interest from potential investors. Pursuance of the **Harvest Fund, CBMS and Small Holder Production Finance** proposals was deferred during the year owing to the slow and bureaucratic approval process by the Ministry of Finance to which they had been subjected and which made their realisation in the short-term uncertain. In addition, ADC had to back off the efforts to **assist in restructuring of commercial farm debts** because of lack of clear decision and policy by government on the proposal. The efforts in the previous periods were intended to assist commercial farms, which are under NPART for recovery of old bad loans, to restructure their loans and access fresh operational funds necessary to enable them to return to production and repay the loans rather than being liquidated.

BAF upgraded the commercial farm field records and planning manual and provided training in record-keeping and, planning and management for the ADC-initiated **Commercial Farm School**. Also BAF successfully worked with PL-480 to re-institute the **Risk Fund Scheme**, previously managed by the defunct Coop. Bank, which is now managed by CERUDEB. ADC recommends the potential borrowers for the risk funds. Though CERUDEB is more oriented to providing micro-finance products, ADC has assisted the bank to adopt a commercial farm-lending portfolio through training of its loan officers and continued technical assistance to NTAE commercial farmer borrowers of the banks. In addition to the 6 agricultural loan officers trained by ADC in the previous year, another 9 loan officers were trained during this year for the CERUDEB agricultural loan portfolio. The ADC-trained loan officers are putting new life in agricultural lending in terms of project appraisals and monitoring, a departure from the stereotype arm-chair appraisal and monitoring common with most commercial banks which has in almost all the cases been the cause of agricultural project failures and loan defaults. Because of this good teaming relationship which has been developed with the bank, 22 commercial farmers successfully accessed finance facilities from CERUDEB.

Towards the end of the year BAF and LV pursued a scaled-down version of the Harvest Fund with Standard Chartered Bank. Based on the ADC proposal, the bank has expressed enthusiasm to open an agricultural lending window but is still awaiting clearance from their regional office in London. In the usual collaborative relationship, PL-480 is willing to guarantee the loans extended by Standard Bank to commercial farmers if the scheme works out. Medium-scale commercial farmers are targeted to benefit from the scheme.

**Benchmark:** *Finance decision made on 2 services and 4 services implemented by 2/23/00 (100% of annual target accomplished).*

#### **Objective 6: Carry out analysis of competitiveness of ADC-supported NATE activities**

In formulating the annual work plan on which this report is based, it was deemed necessary to assess the competitiveness of at least one ADC-supported sector with a view to providing relevant and useful information to the existing and potential players in the sector. The underlying drive for this initiative being that much as the clients access technical assistance from ADC, it is critically important that their activities and operations are undertaken competitively if they are to be viable and sustainable.

During the year, a study and analysis of the competitiveness of the Uganda's flowers and fresh produce exported by air vis-a-vis exports of similar products from the Eastern and Southern African region was undertaken by a group of representatives from UFEA, HORTEXA, CAA, ADC and one STTA. The analysis culminated in a one-day workshop for all the stakeholders in the sector at which empirical data and factors constraining competitiveness of Uganda's NTAE exports by air were presented. Consequently, through STTA, a business plan proposing, among others, the way forward to improve efficiency and effectiveness in the export chain of these products by UFEA and HORTEXA, specifically managing of the cold store and independent cargo handling at the airport to maintain an uninterrupted cold chain and reduce export-related costs for the sector was completed. To implement the plan, a company, Fresh Handling Limited, whose shareholding is constituted by flowers and fresh produce exporters and, UFEA and HORTEXA was incorporated to manage the cold store and cargo handling at the airport and freight charter for the products.

Also BAF and LV have over the previous periods accumulated useful data and information on the competitiveness of commercial maize farming. During this work plan year the two components selected and worked with a number of commercial farmers who are exposed to the competitiveness data and information and are receiving regular ADC assistance, including finance mediation, in order to realise viable operations and make the sector competitive.

**Benchmark:** *Competitiveness analysis of 1 NTAE sector completed by 1/3/00 (200% of annual target accomplished).*

### **Output (3b): 750 people trained in agribusiness planning and management**

Skills, knowledge and attitudes are critically important if NTAEs, as in other business undertakings, are to run successfully. The people undertaking NTAE activities must have appropriate skills and knowledge, and the right attitude to their relevant activities. Given the nascent NTAE sector and the rural focus of IDEA, it was imperative that agribusiness training is an appropriate medium through which skills, knowledge and right attitudes would be imparted. In fact business planning and financial contacts become meaningful once the client has these three important attributes.

Over LOP, BAF completed 34 business-related training activities reaching 1,669 participants, representing 222% of the LOP target. The training events covered a wide array of topics including record keeping, farm and labour management, input supply network, outgrower management, finance management and operations planning. The participants represented an equally diverse mix of farm managers, inputs distributors and stockists, bankers, commercial farmers, processors, investors, exporters and association members.

Given the enormous pay-off of the agribusiness training on the NTAE activities supported by IDEA during the first phase of the project, agribusiness training will be accorded similar emphasis in the second phase.

### **Objective 7: Provide agribusiness management training**

During the reporting period, a total of 507 individuals received business-related training. ADC maintained emphasis on training events with both broad-based and grassroots impact, and replication potential. Also major emphasis was placed on leveraging the training resources and time through harmonised project component training events and, joint and co-sponsored training activities with collaborators and clients where possible.

BAF, in collaboration with HV and LV, concluded 9 training events, covering 3 broad areas of commercial farm planning and management, input supply and competitive analysis during the work plan year. A full list of BAF training, highlighting topics, target groups and number of participants is presented in Table 15.

As in the previous periods, an increased collaborative relationship with co-sponsors and replication of training activities by the beneficiaries and clients was realised during the work plan year. A remarkable achievement was, however, realised in the aspect of the beneficiaries embracing the importance of training by meeting part of the training costs and also by implementing the training skills gained from the workshops, a reflection of the importance attached to the training activities. For example, input stockists are now able to meet their travel costs to and from the training and part of their maintenance costs, and are keeping records.

***Benchmark:*** *100 people trained in agribusiness planning and management by 2/23/00 (368 % of annual target accomplished).*

**Table 11: ADC Clients Assisted with Business and Finance Issues<sup>1</sup>**  
(current period: April '99 thru February '2000)

Name	Busns. Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
Kyakonye Farm	LV/F	Feb'2000		c,f,g
Hajja Ddamba	LV/F	Feb'2000		c,g,f
Kaato A. Mixed Farm	LV/F	Feb'2000		c,f
Lwebitomi Farm	LV/F	Feb'2000		c,f
Namisi Ezra	LV/F	Feb'2000		c,f
Muwumba David	LV/F	Feb'2000		c,g,f
Kiweesi Feeds	LV/P	Feb'2000		g
Waiswa George	LV/F	Jan'2000		c,f
Odoi Tanga	LV/F	Jan'2000		c
Naigazi Farm	LV/F	Jan'2000		c,f
Nabigwali Farm	LV/F	Jan'2000		c,f
Wanzala Farming Enterprise	LV/F	Jan'2000		c,f
Sseguja Ibrahim	LV/F	Jan'2000		c
Wairindi Wilson	LV/F	Jan'2000		c,f
Kyamanywa Micheal	LV/F	Jan'2000		c,f
Kibuka Stella	LV/F	Jan'2000		c,f
Ojoro Kenneth	LV/F	Jan'2000		c,f
Tibenda Julius	LV/F	Jan'2000		c,f
Atenyi Kanaginagi	LV/F	Jan'2000		c
Nyakasagazi Farm	LV/F	Jan'2000		c,f
Wamala Jos	LV/F	Jan'2000		c,f
Psomgen Ellen	LV/F	Jan'2000		c,f

<sup>1</sup>Type = HV/F -- high value/fresh; HV/P -- high value/processed; LV/F -- low value/fresh; LV/P -- low value/processed.

a: business plan / loan

c: finance mediation

e: ADC cost share/grant

b: operating plan

d: APDF referral

f: training

g: other firm/assoc. TA (e.g., diagnostic; VOCA etc.; assoc. TA, e.g, trade missions etc.; joint venture appraisal; records management; strategic alliance; management consulting; outgrower)

(\*Note: Type of Activities does not reflect number of interactions, only the kinds of interactions.

Name	Business Type	BAC Date	Type of Activities	
			Previous Periods	Current Period
Kibanga Farm	LV/F	Jan'2000		c,f
Lukumu Ismail	LV/F	Jan'2000		c
Fresh Handling Limited	HV/F	Nov'99		a,b,e,g
Kayongo	LV/F	Sep'99		c,g
Coseda	HV/F	Aug'99		g
Lawoko	LV/F	Aug'99		c
Ntanda	LV/F	Jul'99		f,g
Machinjach	LV/F	May'99	g	b,c,g,f
Sekabe	LV/F	Apr'99		c
Ogeng Latigo	LV/F	Apr'99		c
Tuwangye	LV/F	Apr'99		b,c
Sekamwe Properties	LV/F	Apr'99		c
Nofaki Gideon	LV/F	Apr'99		e,f,g
Rural Industrial Holdings	LV/F	Apr'99		e,f,g
Turyamwijuka	LV/P	Apr'99		c
Mubuku Growers & Exporters	HV/F	Mar '99	g	g
Bwiwura Coop. Society	LV/F	Mar '99	g	
Haji Kalema	LV/F	Mar '99	c	g
Esia Mixed Farm	LV/F	Jan '99	b,c	g
Begumisa	LV/P	Jan '99	b,c	
Van Zeentern	HV/F	Dec '98	g	
Flowers of Sunshine	HV/F	Dec '98	a,e	b,c,g
KKL Enterprises	LV/P	Dec '98	c	
Tamutambo	LV/P	Dec '98	b,c	
Kajubi	LV/F	Dec '98	b,c	
Ntale	LV/F	Nov '98	b,c	
Bulwanyi Farm	LV/F	Oct '98	a,e	c,g
Ruuka Atwoki	LV/F	Oct '98	b,c,	c,f,g
UAWMPE	HV/F	Oct '98	g	

Name	Busns Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
UCE	LV/F-P	July '98	a,g	
Nsanja	LV/F	June '98	f,g	c,f,g
Kisombwa	LV/F	June '98	b,c,f	f,g
Tilda	LV/F	Feb. '98	e,f	
Jacksons	HV/F	Jan. '98	c	
Rakai Farm Supply	LV/F	Nov. '97	b,c,f,g	b,f,g
Anova	HV/F	Nov. '97	g	
Mubuku Trading Co.	HV/F	Oct. '97	g	
Lingira Island	HV/F	Sept. '97	d	
Mijumbi	HV/P	Sept. '97	d	
TAICO	HV/P	Sept. '97	d	
Kamy David	LV/F	Sept. '97	b,c	b,c,f,g
Equator Flowers	HV/F	Sept. '97	e	
Taimex	HV/F	Aug. '97	c,e,g	g
Tropical Flowers	HV/F	Aug. '97	b	
Mairye Estate	HV/F	Aug '97	c	
Kinoni Farm	LV/F	June '97	a,b,c,f,g	b,c,f,g
JMC	HV/F	May '97	b	
IPS	HV/P	Jan. '97	g	g
Fruit Park	HV/F	Jan. '97	g	
Horticultural Assoc. of Kabale	HV/F	Jan. '97	f	
Sango Bay Estates	LV/F	Dec. '96	c,g	
Buloba Mixed Farms	HV/P	Nov. '96	c	
Nile Bee Products (x-UHA)	HV/F-P	Oct. '96	a,c,g	
UNFA - Kasese Outgrower	LV/F	Oct. '96	g	g
BEC	LV/F	Oct. '96	b,c,g	
Small Acres	LV/F	Oct. '96	d,g	
Pearl Flowers	HV/F	Oct. '96	b, e,f	
MTEA (Ujima)	LV/F	Aug. '96	a,c,g,f	g

Name	Busns. Type	BAF Date	Type of Activities*	
			Previous Periods	Current Period
UFEA	HV/F	July '96	e,f,g	a,b,g
AUL	LV/F-P	June '96	a,b,c,g	
Gloca Investments	HV/P	May '96	b,c,e,g	
MSSGA	LV/F	May '96	b	g
MMK	LV/F	May '96	c	
Lira Millers	LV/F	May '96	g	
Trop. Organic Produce	HV/F	Apr. '96	c	
JACO	HV/F	Apr. '96	g	
RECO	HV/P	Apr. '96	c, d	g
Sukura	LV/F	Mar. '96	b,c,e,f,g	b,f,g
Fair Price Dealers	LV/F	Mar. '96	c,g	
Iganga Green Ladders Co-op	HV/F	Feb. '96	c	
CEI	LV/F	Jan. '96	b,f,g	c,e,g
Lagoro	LV/F	Jan. '96	b, f,g	
SunTrade	HV/F	Dec. '95	c,d	
VASTA	HV/F	Nov. '95	c	
UCFA	LV/F	Nov. '95	a,b,c,f,g	g
Ladhani	LV/F	Oct. '95	a,c,d,g	
HORTEXA	HV/F	Sept. '95	b,e,f,g	a,b,g
JHF	HV/F	Aug. '95	c,g	
UGEA	LV/F	Aug. '95	g	
Edi Farms	HV/F	July '95	d	
Govinda Kirinya	LV/F	June '95	a,b,c,d,e,g	
ASHWOG	LV/F	May '95	a,c	

<sup>1</sup>Type = HV/F -- high value/fresh; HV/P -- high value/processed; LV/F -- low value/fresh; LV/P -- low value/processed.

a: business plan / loan

c: finance mediation

e: ADC cost share/grant

b: operating plan

d: APDF referral

f: training

g: other firm/assoc. TA (e.g., diagnostic; VOCA etc.; assoc. TA, e.g, trade missions etc.; joint venture appraisal; records management; strategic alliance; management consulting; outgrower)

(\*Note: Type of Activities does not reflect number of interactions, only the kinds of interactions.

**Table 12: ADC Client Business Plans**  
(current period: April '99 thru February '2000)

Name	Type	Start Date	Investment (\$ '000)		Status					Comments	
			Total	(of which) Sponsor	Institution	Date	A	R	P		Amount
Fresh Handling Ltd	HV/F	10/99	150	150							Investor plan for the new company to manage cold storage and handling of flowers and fresh produce at the airport.
HORTEXA/UFEA	HV/F	6/99									Business plan for cold storage and airport handling for Flowers and, vegetables and fruits exporters, done through SITTA. Plan was used by HORTEXA and UFEA to incorporate a new company, Fresh Handling Ltd, to manage cold storage and cargo handling of flowers and fresh produce at the airport and freight chartering for the products.

**Table 13: ADC Client Operating Plans**  
(current period: April '99 thru February '2000)

Name	Type	Start Date	Plan Date	Comments / Observations
Fresh Handling Ltd	HV/F	11/99	1/2000	Work plan and implementation support by STTA.
UFEA	HV/F	10/99		Plan is for cold storage and cargo handling at the airport.
HORTEXA	HV/F	10/99		Plan is for cold storage and cargo handling at the airport.
Kamya #2	LV/F	7/99	7/99	Activity plan (operations and financing) to support loan application for working capital.
Kinoni Farm	LV/F	6/99	9/99	Helped the client to implement business plan completed during previous period.
Machinjach	LV/F	5/99	5/99	Activity plan (operations and financing) to support loan application for working capital.
Tuwangye	LV/F	4/99	4/99	Activity plan (operations and financing) to support loan application for working capital.
Rakai Farm Supply #3	LV/F	4/99	4/99	Sales and Marketing plan developed with VOCA volunteer assistance. Plan is being implemented by client.

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
Start Date = date agreement signed w/ BAF to carry out plan

*Table 13 - comments updated since last report.*  
Plan Date = date client-approved plan

**Table 14: ADC Finance Mediation**  
(current period: April '99 thru February '2000)

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Kyakonye Farm	LV/F		x		3.5	Centenary Bank	2/00	Risk fund loan application. Decision pending.
Hajjat Ddamba	LV/F		x		4	Centenary Bank	2/00	Risk fund loan application. Decision pending.
Lwebitomi Farm	LV/F		x		8	Centenary Bank	2/00	Risk fund loan application. Decision pending.
Kaato Mixed Farm	LV/F		x		3.6	Centenary Bank	2/00	Risk fund loan approved and disbursed.
Namisi Ezra	LV/F		x		7	Centenary Bank	2/00	Risk fund loan approved and disbursed.
Muwumba David	LV/F		x		6	Centenary Bank	2/00	Risk fund loan approved and disbursed.
Waiswa George	LV/F		x		3.5	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Odoi Tanga	LV/F		x		4	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Naigazi Farm	LV/F		x		5.2	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Nabigwali Farm	LV/F		x		4	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Wanzala Farming Enterprise	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Sseguja Ibrahim	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Wairindi Wilson	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Kyamanywa M.	LV/F		x		6	Centenary Bank	1/00	Risk fund loan approved and disbursed.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

Client Name	Finance sought				Status of Mediation Effort			
	Type	LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Kibuka Stella	LV/F		x		5	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Ojoro Kenneth	LV/F		x		9	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Tibenda Julius	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Atenyi Kanaginagi	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Nyakasagazi Farm	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Wamala Jos	LV/F		x		4.5	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Psomgen Ellen	LV/F		x		6	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Kibanga Farm	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
Lukumu Ismail	LV/F		x		10	Centenary Bank	1/00	Risk fund loan approved and disbursed.
CEI	LV/F			x	100	Barclays	1/00	Company has started seed processing. Overdraft is for crop finance.
Bulwanyi Farm #2	LV/F		x		20	Centenary Bank	9/99	Working capital loan request. <i>Rejected by the bank.</i>
Lawoko	LV/F		x		5	Centenary Bank	9/99	Risk Fund application. Half the amount sought approved and disbursed for the current season.
Kinoni Farm # 7	LV/F		x		10	Centenary Bank	8/99	Risk Fund application. Loan approved and disbursed.
Nsanja	LV/F		x		146	Baroda	8/99	Client is seeking usance letter of credit comfort for importing inputs on credit. <i>Application turned down by the bank.</i>

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT - long-term; ST - short-term; OD = overdraft

Name	Type	Finance Sought			Status of Mediation Effort			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Kamya #3	LV/ F		x		9	Centenary Bank	8/99	Risk Fund application. Application turned down by the bank.
Ruuka Atwoki #2	LV/F		x		10	Centenary Bank	7/99	Risk Fund application. Application turned down by the bank.
Machinjach	LV/F		x		8	Coop. Bank	5/99	Risk Fund application. Bank closed before decision was made on the application.
Bulwanyi Farm #1	LV/F	x			130	Stanbic	5/99	Application rejected. Bank not interested in maize and beans.
Ogeng Latigo	LV/F		x		10	Coop. Bank	4/99	Risk Fund application. Bank was liquidated.
Sekamwe Properties	LV/F		x		10	Coop. Bank	4/99	Risk Fund application. Bank was liquidated.
Turyamwijuka	LV/P		x		10	Coop. Bank	4/99	Risk Fund application. Bank was liquidated.
Sekabe	LV/F		x		10	Coop. Bank	4/99	Risk Fund application. Bank was liquidated.
Tuwangye	LV/F		x		8	Coop. Bank	4/99	Risk Fund application. Bank was liquidated.
Flowers of Sunshine	HV/ F	x			336	BOU (Thr Barclays)	4/99	Application for BOU APEX Scheme funding. Loan application rejected by the bank.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

**Table 15: ADC Business and Finance Training**  
(current period: April '99 thru February '2000)

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
Input supply network management #5	ATAIN stockists	Rakai Farm Supply	2/00	18	5	1	1 day stockists performance review and planning workshop.
Commercial Farm Field Records #8	Commercial Farmers		1/00	26	1		Delivered module on farm records and planning.
Commercial Farm Field Records #7	Commercial Farmers		12/99	33	5		Delivered module on farm records and planning.
Commercial Farm Agr. lending	Agric. loan officers	Centenary Bank	10/99	9	1	1	3 day training for agr. loan officers of Centenary Bank.
Commercial Farm Planning & Management	Contact Commercial Farmers		9/99	13	0		1 day workshop for lead commercial / contact commercial farmers who will recruit other potential commercial farmers to receive TA from ADC.
Input supply network management #4	ATAIN stockists	Rakai Farm Supply	8/99	21	3	1	Stockists performance review, refresher and planning workshop.
Input supply network management	USP agents, Extension staff / coordinators	USP	7/99	107	24	1	USP workshop, ADC co-sponsored and provided resource person. Delivered models on farming as business and, records and accounts.
Commercial Farm Field Records #6	Commercial Farmers		6&7/99	21	2	5	Delivered module on farm records and planning.
Competitiveness of Uganda's NTAEs by air	Exporters	CAA	6/99	120	26	36	1 day workshop on harmonising strategies for Uganda's NTAE exports by air.

### 3.4 Component Four: Strengthening Associations

#### Overview

Given the persistent organisational and managerial weaknesses of the principal NTAE associations ADC has been working with, as identified in the previous reports confirmed in the mid-term USAID evaluation that the ‘... assumption underpinning the design of the association strengthening component of the project is not correct ...’, BAF decided to back off from a pro-active association strengthening role and resorted to providing assistance on a case-by-case, demand-driven basis. The new strategy of ADC was to concentrate the technical assistance effort on the individual firms which once strengthened would strengthen their representative associations. The approach gradually yielded impact as in the case of UFEA, UNVA and HORTEXA where the members were able to embrace the need to strengthen their respective associations and are actually striving to do so.

During the work plan year, as in the case of individual firms, ADC assistance to associations was focused at consolidating the previous efforts for bigger impact, thus emphasis was on the existing ADC client associations and previous TA efforts that had potential for positive impact. Unlike in the previous year, some lively activity was undertaken by a number of principal associations during the reporting year which merited ADC active support. These included UFEA/HORTEXA cold storage and cargo handling initiative, and vanilla and cocoa production training activities. The association strengthening effort remained a cross-cutting initiative within the project, spanning BAF, HV, LV and REE components.

#### Progress by Output and Objective

##### **Output (6a): 6 to 10 associations strengthened during LOP**

Because of the weak nature of Ugandan commodity associations, particularly the lack of strong membership and chronic financial problems, this area was more problematic and the ADC support to strengthen associations was consistently realising less proportional impact. BAF completed 4 profiles for 4 associations which led to 2 operating plans. Other association strengthening services rendered by BAF included capacity strengthening of UFEA and HORTEXA secretariats with furniture and equipment, UFEA Ugaflor annual conferences, training for UNVA, UNCA and UFEA members, and funding proposals for UHA and UCFA. Overall, ADC interacted with 10 principal commodity-based associations (including, UCFA, UGEA, UNVA, UFEA, UHA, HORTEXA, UFA, UNFA, UWAMPE and UNCA) on regular basis, representing 100 percent of the LOP target, as well as a similar number or more local-based producer associations intermittently.

##### **Output (6b): Associations conduct 7-10 studies on policy/regulatory issues and discuss findings with GOU**

This LOP output target underlies the importance of supportive policies and regulations in minimising the constraints to NTAEs. As in any other sector, an enabling environment is a critical factor in promoting NTAE activity. However, the associations require a strong internal capacity if they are to initiate and successfully pursue self-directed analysis and advocacy, which unfortunately almost all the associations supported by ADC either lacked or were slow to acquire. As with the case of strengthening, policy and regulatory analysis and advocacy efforts by ADC

were always hampered by the weak associations whose zeal on important government policy and regulatory issues was persistently wanting. This situation notwithstanding, ADC assisted associations with 9 analyses (including tax consequences on the rose industry; NTAE export credit and finance situation; commercial farm debt restructuring and working capital fund for commercial farms under NPART; restrictions on banana exports to EU; code of practice for quality control, environment and labour; airport handling costs; consequences of aviation fuel prices on freight costs and competitiveness of Uganda's NTAE exports, and others). Dialogue was pursued with the relevant government departments and agencies and appropriate compromises were reached on most of the issues.

**Objective 1: Maintain contact with relevant associations and provide specific assistance to strengthen them as vehicles for reaching NTAE membership.**

ADC maintained regular contact with principal NTAE commodity associations and occasionally assisted local-based associations and producer groups in the areas covered by the project. During the year the ADC:

- Together with HORTEXA and UFEA carried out competitive assessment of the flowers and, fruits and vegetables exported by air in the East and Southern Africa region and co-sponsored a workshop for the stakeholders at which the findings of the assessment study were presented;
- Through STTA, completed UFEA/HORTEXA business plan for managing the cold storage facility and independent cargo handling at the airport which is being implemented by Fresh Handling Limited, a new company owned by the two associations and exporters;
- Completed the HORTEXA secretariat strengthening; continued to assist HORTEXA and its members with a high value crops production specialist under the project grant to APDF;
- Assisted UFEA and HORTEXA to complete the final draft of the harmonized code of practice for fresh produce and flower exporters; and
- Assisted the Uganda National Vanilla Association (UNVA) and the Uganda National Cocoa Association (UNCA) with vanilla and cocoa production training, respectively.

As a result of the BAF and LV training and intensified TA to maize commercial farmers, a number of new local associations with geographical clusters were formed during the latter half of the year. The driving force for these associations is the "common cause" whereby the members have perceived the need for a coordinated approach to accessing TA, bulk purchases of inputs, finance mediation and marketing. One of the new associations, Masindi Commercial Farmers Association (MACOFA), successfully managed to access finance for all its members through the PL-480/Centenary Bank risk fund. Given the salient characteristics of these associations, especially their production focus, grass-root orientation and complete absence of bureaucracy, they are expected to respond rapidly to their members needs and thus realise bigger impact on their overall NTAE activities. Other associations in some way received one-on-one technical assistance during the year. Two policy analyses namely, independent or at least liberalised cargo handling at the airport and reduction and harmonising of the airfreight-related charges to reduce horticultural export-related costs, were done and advocacy was initiated. Action on the cold storage and cargo handling was taken and is being implemented. Once adopted, the final draft code of practice for vegetable and flower exporters will in a way help to regulate the members' conduct for the benefit of the industry. Arising from the dialogue with government and the continued pressure and lobbying from UFEA and HORTEXA, government and CAA eventually accepted to reduce taxes and charges on aviation fuel which has consequently led to reduction in prices of the fuel. This, it is hoped, will have a corresponding reduction in air freight charges for the exporters.

**Benchmark:** 8 engagements completed with 6 associations by 2/23/00 (110% cf annual target).

### **3.5 Component Five: Education and Training**

#### **Overview**

This section presents the progress report for Education and Training component for the period April 1, 1999 through February 23, 2000. The section also presents overall progress over the five-year period of IDEA I, highlighting the strategies adopted in providing support to the NTAE sector in the fields of training, extension and research.

The Education and Training (ET) Component is responsible for three output categories, namely; strengthening MUFAF departments in NTAE, implementing the NTAE student internship program and implementing the NTAE training program in conjunction with MU. The component has continued to play a leading and facilitating role in the overall development of research, provision of extension and training in the NTAE sector.

Apart from MU, increasing support has been provided to the National Agricultural Research Organization (NARO). The National Cereals Research Program (NCRP) with the financial support from IDEA project has released two Ugandan hybrids, Longe 2H and Longe 3H. These have been the first to be released in Uganda. ADC/IDEA project strengthened NCRP's collaboration with other international seed companies like Seed Co, Monsanto, Pannar Seed etc.

Many hybrid maize materials from these companies have been evaluated under Ugandan conditions. Formal approval of two hybrids from Zimbabwe has been given. Field reports show excellent performance and these varieties are due for full release by the National Variety Release Committee. Research activities by the National Beans Research Program (NBRP) have continued to address variety and IPM development. Work on bean root rot in Kisoro district has been very promising as new varieties tolerant to the disease have been introduced. A IPM package for the control of the disease has been developed through farmer participatory approach.

Other than maize and beans, there has also been support to the National Horticultural Research Program geared towards the production of virus-free passion fruit planting material. The Cocoa research program is on-going, whose major objective is to identify new varieties from Ddamba collections and develop a new production management package for cocoa producers. Technology transfer of well-researched information on banana production, post harvest handling and marketing is on-going under the management of the National Banana Research Program (NBRP) of NARO.

During the past year (and indeed over the 5-year period), the strategy has been to allow the key players to implement most of the activities with the ADC providing backup support. Thus MU has assumed increasing responsibilities in implementing the student internship program, while the respective NTAE associations have continued to form viable channels through which training has been conducted. While this was on-going, emphasis has been placed on areas where initially, there was little focus. Accordingly, research has assumed increasing importance as a means through which appropriate technology can be generated and transferred to the producers.

The sub-sections that follow review progress at the output level over the life of project (LOP) and achievements at the objective level during the fifth work plan year. Details of progress made are shown in the relevant annexes in part two of the report.

## Progress by Output and Objective

### **Output 7a: Strengthening MU/FAF departments in NTAE**

Over LOP, 3 departments (Agricultural Economics, Crop Science, and Food Science and Technology) and office of the Dean FAF received 6 computers, 2 printers and photocopiers, plus a range of other equipment and textbooks all valued at US\$192,000. Other departments such as Agricultural Extension/Education and Soil Science have also been assisted.

Four of the 5 MSc students placed at the University of Illinois and Cal Poly San Luis Obispo successfully completed their program and returned safely to Uganda. The fifth student did not complete the program because of failure to adjust to U.S conditions. However, the objective of capacity development at the University through the MS returnees has not been successful due to the University's freeze on recruitment of new staff. Through IDEA efforts, one returnee was appointed on a semi permanent position in the Department of Agricultural Economics to design a program for MSc in Agribusiness, which started in October 1999. Two others returned to their former employers NARO and IITA. The last beneficiary from Cal Poly has been promised a position in the Department of Food Science and Technology maybe in six month's time.

Eight alternate Ph.D. courses in Agricultural Economics subjects were successfully taught by visiting U.S professors to 10 students including the head of department of Agricultural Economics. Some of the students have embarked on their research phase. Technical assistance was rendered to the Department of Agricultural Economics to re-arrange all the textbooks, have them cataloged and placed in the faculty library.

The Department of Agricultural Economics has started a Masters program in Agribusiness Management. IDEA provided 3 local scholarships for this program. The IDEA undergraduate internship program shall also be incorporated in the masters program through USDA grant assistance that has been provided to Ohio State University.

Overall, the effort by IDEA at strengthening MU has been successful and achievements far surpassing the LOP targets. Five MSc students (4 graduates) returned to Uganda, 8 PhD courses taught and equipment and textbooks (worth US\$192,000) delivered to MU/FAF. The only shortcoming has been the lack of recruitment/deployment of the returnees.

#### **Objective 1: Continue implementing U.S participant MSc. training**

The remaining one MSc candidate successfully completed her studies at Cal Poly San Luis Obispo and returned to Uganda in December 1999, having received her MSc degree with Distinction. This brings to 5 the number of MSc candidates sponsored. However, the objective of capacity development at the University through the MS returnees has not been successfully met due to the University's freeze on recruitment of new staff.

Out of the 5 returnees, 1 was appointed on a semi permanent position in the Department of Agricultural Economics to design a program for MSc in Agribusiness, which started in October 1999. Two others returned to their former employers NARO and IITA. The last returnee has been promised a position in the Department of Food Science and Technology maybe in six month's time. Eight alternate Ph.D courses in Agricultural Economics subjects were successfully taught by visiting U.S. professors to 10 students including the head of department of Agricultural Economics. Some of the students have embarked on their research phase.

The department of Agricultural Economics has started a Masters programme in Agribusiness Management. The IDEA undergraduate internship program shall also be incorporated in the masters program through USDA grant assistance that has been provided to Ohio State University.

**Benchmark:** *1 MSc graduate returns to Uganda by 8/31/99 (100% accomplished. Graduate returned in December 1995).*

### **Output 7b: Implementing NTAE Student internship program**

By the end of IDEA phase 1, a total of 97 interns had been placed and successfully completed the internship program. This far exceeds the LOP target of 60 interns (i.e 62% above target). From the third year of IDEA, MUFAP assumed full responsibility of publicizing the program among FAF members and offering on-site supervision. Informal discussions between the university supervisors and private firm owners have resulted in stronger relationships between the university and private sector. Among the key activities under the program are: applied research in horticulture, banana production and commercial production of fresh vegetables and maize.

The internship program was evaluated two times and the results indicated that the students, the private sector and the university were all satisfied with the program. The students described it as 'practical and an exposure to real life situations. Some of the NTAE firms employed a number of interns upon completion of their degree program where they had carried out the internship. Due to its high success rate, the internship approach has been adopted and incorporated in the BSc program under the Department of Agriculture Extension and Education. Ohio State University, with USDA grant support is also planning to emulate the internship program for the Masters programme in Agribusiness Management.

In general the program has been highly rated by all the stakeholders. Makerere University requested for ADC's continued support for at least two more years as a new arrangement of sustaining the program is being worked out. The university further requested ADC/IDEA project to organize a one-day seminar to bring together agribusiness entrepreneurs and Makerere University with a view to working out modalities for sustaining the activity through practical training of University students as they prepare to go to the field.

#### **Objective 2: Implement NTAE internship program**

In the fifth year a total of 27 third year agriculture students were placed at 13 different NTAE sites and successfully completed their program and were awarded certificates. This was more than the targeted number for the work plan year of 20 interns. The ADC also supported a business intern in its accounting department where he gained experience in an accounting software package, spreadsheets and reconciliation. The internship coordinator did a very good job in implementing the program, with minimal input from the ADC. Several of the former interns have now been employed by their sponsors. The internship program was extended to Masters of Agribusiness Management students, through USDA grant assistance that has been provided to Ohio State University. The ADC will continue supporting the internship program during the second phase of IDEA. While this is being done, emphasis will continue to be placed on sustainability through the active involvement of the stakeholders- the NTAE private sector firms.

**Benchmark:** *Up to 20 NTAE students interns placed by 7/31/99 (27 internships completed, 135% cf target accomplished).*

## **Output 7c: Implement in country training programs in NTAE**

Over life of the project 193 NTAE courses have been conducted in various disciplines and a total of 364,935 people participated. Of these, 151,509 were women representing 45% of the total. The majority of the trainees were farmers, extension agents and input dealers. Over the five-year period, a general increase in female participants was observed (i.e from about 25% towards the end of 1995 to 45% by the end of phase I of IDEA). The rationale for the keen interest in women trainees has been that since women contribute significantly to total agricultural production in Uganda, increased women participation would help in alleviating rural poverty.

Throughout LOP, the demand for practical skills in commercial production of maize, fresh vegetables and vanilla and other spices has been overwhelming basing on the number that attend the training sessions. The 'hands on training' of farmers by ADC has received a great welcome by farmers. This approach at grooming the subsistence producers into semi-commercial and commercial farmers has proved to be an important tool in the commercialization process. With proper technical skills and production techniques acquired, the trained farmers have increased their yields and area under production. They have also realized increase in enterprise profitability. MUFAB and NARO have continued to be actively involved in ADC training events. Training initiatives have continued with ICIPE/NARO for IPM-Vegetable training and the NARO-KARI/Banana Programme for transfer of production and post-harvest technologies. Banana technology transfer of the matoke (East African highland cooking bananas) and apple banana to growers in 6 districts (Luwero, Mpigi, Masaka, Rakai, Mbarara and Bushenyi) of Uganda is on going. Major emphasis has been put on production, post-harvest and marketing of bananas. The CDP has been an active partner in cocoa training.

Because of the high demand for these types of training, support will continue during the second phase. Arrangements will also be made to address a number of requests from clients. This includes the request by commercial farmers for a course in tractor operation and maintenance. This is an important aspect of agriculture modernization process, where all training activities are based on farmers' needs and initiated by the end-users. It is important, however, to undertake a more thorough screening of participants, since some will never adopt the aspects trained, let alone becoming commercial farmers.

### **Objective 3: Conduct LV, HV, BAF, and SA training events**

During the reporting period, 131,072 males and 104,554 females were trained giving a total of 235,626 people trained in various disciplines such as commercial maize production, ATAIN stockist review, agronomy and post harvest techniques, quality control, financial management etc. The IPM-vegetable training project jointly manned by IDEA/ICIPE/KARI continued its activities during this reporting period. Similar training events were conducted on the management and production of chilies, cocoa and flowers for export. The code of practice for flower and fresh vegetable exporters was introduced and future seminars have been planned to promote its application. Training events (Annex 8) conducted over this reporting period total 47 (i.e 180% of target). The main training events conducted during the fifth year were informal/short-term training (such as field days and short courses in production and post-harvest handling, observational and market contact visits, workshops, seminars, etc). While most of the planned training events were conducted, there were few modifications to match the new training demands from ADC clients.

**Benchmark:** 26 total LV, HV, BAF, and SA training events conducted by 2/23/00 (47 events conducted, 180% cf target accomplished).

### 3.6 Component Six: Monitoring, Evaluation and Assessment

#### Overview

The overall purpose of the Monitoring and Evaluation (M&E) component is to ensure that the IDEA project is making progress towards meeting its overall economic development goal and is contributing to achieving USAID's SO1, which is to **increase the incomes of rural men and women**. To monitor progress towards reaching this goal, the component has continued to work closely with the USAID Mission, which as the funding agency has the overall project monitoring and evaluation responsibility. Greater emphasis has continued to be placed on impact assessment, highlighting success stories and lessons learned. Through the relevant components and NTAE clients, M&E has continued to identify, monitor, and evaluate any significant adverse environmental impacts resulting from project-related activities and recommend appropriate mitigation measures.

The strategic challenge facing the M&E component was the maintenance of a flexible and practical system that conforms to USAID's overall monitoring and evaluation requirements and USAID's re-engineered management for results approach. The response to this challenge was to put in place a monitoring system, the Agribusiness Impact Monitoring System (AIMS) which is designed to monitor inputs, outputs, results, and impacts. AIMS consists of two components; a database system and a series of surveys. The database has primarily been used for tracking inputs and outputs, while the surveys were designed primarily to address results and impacts. AIMS, which conforms with the project's objective trees and logical framework, was designed to keep ADC focused on its overall goal and purpose, in addition to providing regular tracking of inputs and outputs. In terms of LOP outputs, the component has been responsible for: establishing and maintaining a monitoring system; conducting gender-disaggregated targeted commodity studies; and conducting environmental assessments and surveys. A summary of progress made during the past 5 years is presented below.

#### Progress by Output and Objective

##### **Output 8 (a): Establish and maintain monitoring system**

As a step towards ensuring "management for results", impact indicator framework, templates and functional requirements were developed. Following from this, a computer-based tracking system was designed. The Agribusiness Impact Monitoring System (AIMS) captures progress made by the various components and objective status in regard to time and target. The overall strategy of the M&E component has been to liaise with USAID on SO1 reporting needs and review the existing M&E database with a view to having a system that meets SO1 requirements, is user-friendly and effective and conforms to Y2K. The system has stressed simplicity that has permitted USAID and the project team to incorporate monitoring efforts in the daily management and technical requirements of the project and at the same time capture gender-disaggregated data in the NTAE chain from rural producers through exporters.

The component has regularly reviewed project outputs against targets (such as the LOP and annual targets). The various components within the project have been encouraged to submit periodic updates on progress. Semi-annual reporting formats were reviewed and indicators updated where necessary. This is the tenth semi-annual progress report prepared and disseminated.

Throughout the life of project, close liaison was maintained with secondary data providers, particularly Government institutions, UEPB and BOU. The component participated in the revived exporter award and the committee on international trade statistics at the Bank of Uganda. Information has been sought on production, yields, marketing, exports, incomes, prices and other relevant macro-economic data. The real challenge still remains the poor quality and the lack of timeliness with data.

### **Objective 1: Review and maintain monitoring system**

During the fifth work plan year, the Monitoring and Evaluation (M&E) component maintained close working relationships with the USAID Mission, collaborators and the other project components. The M&E system was reviewed and up-dated. The review of the M&E system- the *Agribusiness Impact Monitoring System (AIMS)*- took into account SO1 requirements as spelt out in the USAID's Country Strategy of 1997-2001.

The *AIMS* (comprising *Paradox*, *Microsoft Project* and *Microsoft Excel*) was reviewed and updated to incorporate tasks spelt out in the fifth annual work plan. The review focused on impact indicators and procedures, data sources and reporting formats. The *AIMS* encompasses a client assistance database to track interventions such as firms assisted, training, success stories, lessons learned, outputs and impacts. Close liaison was maintained with the USAID's M&E unit in order to ensure consistency with new SO1 requirements, country strategy (1997-2001), CP and R4 reporting requirements.

**Benchmark:** *AIMS reviewed, updated and maintained, consistent with SO1 requirements by 2/23/00 (100% accomplished).*

### **Objective 2: Systematic monitoring of project outputs and success rates**

During the work plan year, project outputs were regularly monitored to ensure high success rates. Close liaison was maintained with other components within the project. Project component achievements, clients served, training conducted and other project activities were all updated. Semi-annual reporting formats were reviewed and indicators developed/updated for each component to ensure conformity with the fifth annual work plan. The eighth and the ninth semi-annual report were produced and disseminated in April and October 1999 respectively.

**Benchmark:** *Project outputs systematically monitored and 2 semi-annual progress reports presented; one by 4/30/99 and another by 10/31/99 (100% accomplished).*

### **Objective 3: Update M&E data from secondary sources**

The M&E component continued to maintain close liaison with secondary data providers throughout the year. Macro-level data on production, exports and key economic indicators were obtained from various sources, including MPED, MAAIF, CAA, URA, UEPB and FEWS. M&E participated on the committee for Best Exporters' Award for 1998 set up by UEPB. M&E also participated actively in the re-instituted committee on international trade statistics coordinated by the Bank of Uganda. The main objective of the committee is to streamline and improve the quality and timeliness of export and import data.

The real challenge, however, still remains the poor quality of data and the lack of timeliness. The ADC does have relatively good and current data for air exports through Entebbe and continues to fund this data collection activity. It is still necessary to validate the data and this is accomplished

through personal contact with ADC exporter clients and NTAE associations. For instance, the ADC commissioned a border trade study to try and get a fix on volumes and values of selected NTAEs, and to understand the nature of cross border trade with Uganda's neighbours.

**Benchmark:** *Secondary data collected and updated by 2/23/00 (100% cf target accomplished).*

#### **Output 8(b): Conduct gender-disaggregated targeted commodity studies**

Over LOP, the M&E component has continued to conduct focused commodity studies in order to measure the project's impact on its clients and to measure progress towards achieving SO1. The approach has been to carry out case studies for obtaining gender-disaggregated descriptions of enterprises and activities from the entire producer-exporter chain for HV and LV NTAEs. Surveys of NTAE producers and exporters have formed the basis for assessing project impact on the beneficiaries. The commodities covered have been those where IDEA had put in significant effort to warrant measuring impact. With a view to having an independent opinion as well as obtaining perceptions of the beneficiaries, purchase orders with local consulting firms and individuals has been utilized.

With a view to establishing benchmarks against which to measure its impact, IDEA undertook a baseline survey at the start of the project. The baseline survey established key variables which have regularly been monitored over LOP. To-date commodity studies have been undertaken for the following commodities: maize, beans, flowers, vanilla, passion fruit, hot pepper and cocoa. For most of these commodities, 2 surveys were conducted during LOP.

As an internal measure, M&E has regularly monitored and assessed project interventions on NTAE clients and produced *Agribusiness Highlights*. These are essentially short stories depicting areas of success and lessons learned from ADC-led initiatives. Such highlights have been disseminated to USAID, ISC and ADC collaborators. To-date 13 Agribusiness Highlights have been prepared and disseminated. The highlights have covered areas of seed multiplication, outgrower scheme, rural-based marketing system, input supply, export promotion, commercial farming, the seed industry, student internship and technical aspects related to production and marketing. As the IDEA project neared the completion of its first five-year phase, it was necessary to ensure that results and impacts were being realised and necessary corrective measures were being implemented where necessary. Such in-house assessments have therefore been instrumental in guiding the project in reallocating its resources. Such assessments have also enabled the ADC to ascertain the perceptions of its clients and develop an effective feedback mechanism.

#### **Objective 4: Conduct commodity studies for impact evaluation**

During the fifth work plan year, 3 commodities, namely maize/beans (combined), cocoa and vanilla were studied. More than 10 Ugandan consultancy firms and individuals put in their proposals from which 3 were selected. During the course of the studies, close liaison was maintained and assistance provided where necessary. ADC also provided initial input data highlighting project intervention areas and self-assessment. Despite this, the consultants' findings, views and recommendations of the consultants were treated as valuable input in regard to the way forward for IDEA II. The results of these studies formed part of the R4 submission to USAID.

**Benchmark:** *Three commodity studies conducted by 2/23/00 (100% cf target accomplished).*

### **Objective 5: Undertake assessment of project interventions**

Procedures to assess project impacts were designed and areas of intervention selected. During the year, 4 project intervention areas were assessed. The 4 Agribusiness Highlights produced and disseminated were on:

- Promoting hot pepper at Mubuku Irrigation Scheme, in Kasese
- ADC's experience in Rakai,
- Ingredients for successful rose operations, and
- Promoting the seed industry in Uganda (with focus on maize and beans).

***Benchmark:** 5 project intervention areas assessed and Agribusiness Highlights prepared by 2/23/00 (80% accomplished. 4 out of anticipated 5 highlights were prepared. Some of the project interventions needed time before highlights could be prepared).*

### **Output 8 (c): Conduct environmental assessments and surveys**

Over LOP, due consideration has been given to environmental impact arising from promoted NTAEs. Accordingly, assessments of NTAE growers and firms assisted by the ADC have been undertaken. STTA have been utilized to carry out independent assessments. To-date over 10 NTAE grower surveys and assessment of 55 NTAE firms have been conducted. M&E has maintained close collaboration with NEMA and USAID. The strategy has been to identify potential environmental impacts and measures to mitigate them. As a way of boosting its capability in handling environmental issues, the ADC sponsored its M&E Specialist on a 4-week course on environmental impact assessment in Swaziland. The ADC has considered environmental impact assessment as an essential aspect to sustainable agriculture and development.

The team devoted a considerable amount of LOE assisting the Mission and various consultants with the following for compliance with procedures under 22CFR216.3:

- USAID/Uganda Agricultural Sector Pesticide Procedures Guide: Compliance and Capacity Building (ASPPG).
- Initial environmental examination (IEE) Amended for IDEA Project for which USAID/W issued a negative declaration regarding the need to develop an EA or EIS. Action on the Pesticide IEE was deferred.
- Assisting with the IEE Amended Pesticide Procedures, an activity that is still ongoing.
- Collaborating with other partners, such as ICIPE and the IPM CRSP on Integrated Pest Management (IPM).

### **Objective 6: Conduct and update NTAE grower environmental impact monitoring surveys**

During the fifth work plan year, close liaison was maintained with NEMA and USAID. As a way of boosting its capability in handling environmental issues, the ADC sponsored its M&E Specialist on a four-week course on environmental impact assessment in Swaziland. The ADC continues to look at environmental impact assessment as an essential aspect to sustainable agriculture and development. Three commodities, namely maize and beans (combined), cocoa and vanilla were assessed. The assessment involved interviewing producers and visiting various NTAE production

sites. The surveys were conducted along side the commodity studies by independent consulting firms and individuals.

**Benchmark:** 3 annual grower environmental surveys conducted and updated by 2/23/00 (100% of target accomplished).

**Objective 7: Conduct 10 additional environmental assessments of assisted firms**

During this reporting period, clients' environmental checklists and assessment form were revised based on the previous assessment of clients undertaken during the fourth year work plan and knowledge gained by the M&E Specialist during the four-week course in Swaziland. Ten firms/clients were assessed during the second half of the work plan year. The assessment involved administering a checklist and on-the-spot checks by ADC TA. This has brought the total number of assisted firms assessed to 55.

**Benchmark:** 55 total environmental assessments conducted for assisted firms by 2/23/00 (100% accomplished).

A review of progress by objective during the fifth work plan year is summarized in Table 16.

**Table 16: Summary of M&E Progress by Objective: April '99 – February 2000**

Objectives/Tasks	Annual Target (4/1/99 to 2/23/00)	% of target achieved	Comments
1. Review and maintain monitoring system.	AIMS reviewed and maintained by 2/23/00.	100	Activities were on schedule and on time.
2. Systematically monitor project outputs and success rates	Project outputs systematically monitored and 2 M&E reports presented, one by 4/30/99 and another by 10/31/99.	100	8 <sup>th</sup> and 9 <sup>th</sup> semi-annual progress reports were produced and disseminated.
3. Update M&E data from secondary sources.	Secondary data collected and regularly updated by 2/23/00	100	Continuous effort and close liaison were maintained.
4. Conduct commodity studies for impact assessment.	3 commodity studies conducted by 2/23/00.	100	3 commodities were studied during the work plan year and 3 reports prepared & disseminated.
5. Undertake assessment of project interventions and prepare Agribusiness Highlights.	5 project intervention areas assessed and Agribusiness Highlights prepared by 2/23/00.	80	4 Agribusiness Highlights were produced. There was a need to allow for more time before other areas of interventions could be assessed/ highlights produced.
6. Conduct and update NTAE environmental impact monitoring survey.	3 annual NTAE grower environmental surveys conducted and updated by 2/23/00.	100	Environmental surveys of NTAE growers were conducted alongside commodity studies.
7. Conduct 10 additional environmental assessments of assisted firms.	A total of 55 environmental assessments conducted for assisted firms by 2/23/00.	100	Environmental assessment forms reviewed and checklist prepared. 10 firms were covered during the work plan year, bringing the total number of NTAE firms assessed to 55.

### 3.7 Component Seven: Project Management

#### Overview

The ADC is now completed the first 5 years (Phase I) of the project, and activities were generally on-time, and in most cases ahead of target over the LOP (Annexes 9 and 10). The project is moving towards attaining the following objectives: rural men's and women's HH expenditures increase as fast as agricultural production; rural income from NTAEs increase as fast as exports; NTAE exports increase 10%/year over LOP. The project management component provides overall guidance on project implementation. The project has excellent visibility, there is a large number of ADC clients/beneficiaries and SO1 impact is being realized.

USAID has approved a Phase II for IDEA. This was based on several positive factors:

- The success of Phase I.
- The credible performance of the ADC, managed by the institutional contractor, Chemonics International Inc, and its sub-contractor, Fintrac, Inc.
- Rural HH incomes are still very low in Uganda, and there is still a dire need to expand and diversify the export portfolio.
- The political environment is relatively stable in Uganda.
- The macroeconomic environment is still very conducive to private sector led growth in Uganda, and the policy setting is good, particularly as Uganda embarks on the Plan for Modernising Agriculture.

Climatic conditions were relatively good during the reporting period. The 1999 A season witnessed rains that were near normal over much of the ADC geographic area. Exceptions were the south-western portions of Uganda (including Kabale and Rukungiri) that experienced drought. Much of the north also had a poor start to the rains, so there was very little early season plantings. Rains were generally good in eastern Uganda, which was a welcome relief, with some good crop yields. This was welcome, since much of Kenya was dry, so demand for Uganda produce has been strong, with significant cross-border trade activity occurring. 1999 B season rains also started in many areas during the latter half of August, and continued through mid-December, that resulted in a good second season over most parts of Uganda. However, the subsequent dry season has been drier than normal.

We have witnessed a decline in the Uganda shilling, which is now around 1,500:1 against the U.S. dollar (compared to 935:1 when the project started in March 1995). Coffee wilt disease is also becoming more widespread, which is a real threat to coffee production. The EU ban is still in effect on chilled fish exports from Uganda. Whereas the devaluation of the Shilling makes Uganda's exports more competitive, it also further justifies initiatives by the ADC/IDEA project to boost export earnings. In fact, GOU has been liaising with ADC on initiatives that can further promote Uganda's export development. We maintain that the opportunities exist, and can demonstrate that Uganda has a competitive advantage in several areas. What we really lack are serious investors. The flowers sector witnessed several foreclosures and possibly another 3 firms not fully servicing their loans. This has sent some negative signals on NTAE development. At the same time, other firms are prospering and expanding their operations, and the ADC remains bullish that the flowers industry is rosy.

The security situation continues to be disturbing and has become a chronic reality. ADF disturbances in Kasese and Bundibugyo continue and has curtailed both production and support to farmers in those areas. Kony rebels have infiltrated the north again, and the Karimajong have

caused havoc in neighboring districts. U.S. Peace Corps has suspended operations in Uganda due to the security situation , so our PCVs are no longer with us.

The ADC continues to be an extremely active service centre for NTAE activity. TAs are fully occupied servicing existing clients and dealing with new requests. The ADC has a large number of non-client visitors (donors, etc) on literally a daily basis and our counsel is sought on broader issues dealing with modernisation of agriculture in Uganda, export development, world trade, credit facilities, food security and regional cooperation. A replacement was recruited for the late Research, Extension & Education Advisor. The Market Information Manager position has also been filled. The expatriate advisors took leave during the summer, Bill Kedrock returned from Chemonics HO as Acting COP during this period. Terry Bannister has been on full time assignment to Hortexa members under an APDF sub-grant.

There were no changes in USAID personnel directly associated with IDEA, except Jerre Manarolla is now the Mission Economist. We continue to have very good dialogue with the SO1 team and our collaborators. Ambassador Martin Brennan replaced Ambassador Nancy Powell. The project evaluation by REDSO personnel was completed during the reporting period. The ADC assisted USAID personnel and consultants in amending the IEE for IDEA.

### **Progress by Objective**

#### **Objective 1: Finalise negotiations for extension of IDEA project through June 2004**

The architects of IDEA had the vision to realize that an intervention to assist NTAE development would require a commitment for a period spanning at least a decade. This was particularly relevant in the case of Uganda, which is a late entrant to the NTAE sector and has to face the competition head on, local technical expertise is limited, the private sector is still emerging, the agricultural base is essentially peasant farming, and all the support services of banking, input supply, infrastructure, associations, etc have to develop concurrently.

Given the successes and lessons learned during Phase I, it was clear that the NTAE sector had not matured to a stage where it could be left to its own devices. However, it is possible now to stick with the winners and to move to some extent from individual one-on-one assistance towards providing assistance that is tailored more towards strengthening commodity sectors to enhance their competitive advantage.

The project has now been extended through June 23, 2004. There were many actions required for this to happen, and through a concerted effort by the USAID Mission and Chemonics rapid response, the contract option was exercised so there was continuity of project activity. However, quite a number of actions had to be deferred until such time that there was a contract extension. As a result, the first part of Phase II will require a considerable amount of effort in clearing the backlog of activity.

**Benchmark:** *Contract amended by 8/2/99 (100% accomplished on 2/23/00, behind schedule, everything is now time sensitive).*

**Benchmark:** *Mobilisation completed by 2/23/00 (5% accomplished, this was pending the above action).*

## Objective 2: Team building/6th annual work plan

This was scheduled for January/February, 2000. However, it could not precede the extension of IDEA. It will now have to take place in Phase II, and is scheduled for April, 2000. There is a lesson learned from this whole exercise. It took virtually 12 months from the time the evaluation was initiated until the project was extended. There should be at least a 60 to 90 day overlap between phases so important events such as new staff recruitment, work planning, M&E plan, etc. can be in place BEFORE the second phase commences.

**Benchmark:** *Approval of sixth annual work plan by ISC by 1/31/00 (0% complete, scheduled for 4/27/00).*

**Benchmark:** *Approval of training plan by 1/31/00 (0% complete, scheduled for 4/27/00).*

**Benchmark:** *Approval of commodity procurement plan by 1/31/00 (10% complete, some procurement has taken place).*

**Benchmark:** *Approval of budget by 1/31/00 (100% complete).*

## Objective 3: Contract administration and reporting

The IDEA project has an efficient system of contract administration and reporting. This is reinforced by Chemonics experience in implementing USAID contracts and the HO support provided to the field. Project management has a good working relationship with ADC clients, the ISC, the USAID Mission, sub-contractors and other collaborators. There are periodic changes in USAID regulations and reporting requirements, so the institutional contractor is in a continuous state of adapting to these changes. The GOU counterpart contribution for IDEA was included in the national budget for the 1999/00 FY and funds have been released which has allowed certain activities to be reactivated, including the Market Information Services. The sub-contracts with local firms, UMA/CIS and DCI expired on September 30, 1999 and are not being renewed. The ADC has upgraded its computers and software, and in so doing was assured that they are now Y2K compliant. A process was started on an IEE for pesticide compliance/use. Much remains to be done on this aspect. EU has also tightened up on its Minimum Residue Limits on pesticides. There is close contact with the Mission on both programmatic and administrative matters.

**Benchmark:** *Expat. vehicle registration/3rd party insurance documented by 2/23/00 (100% completed, ongoing process).*

**Benchmark:** *Expat. residence status confirmed by 2/23/00 (100% completed, ongoing process).*

**Benchmark:** *ISC meetings held (100% accomplished, two ISC meetings were held during the reporting period).*

**Benchmark:** *Office procedures manual updated by 2/23/00 (100% completed).*

**Benchmark:** *Local employee handbook updated by 2/23/00 (100% completed).*

**Benchmark:** *Submit monthly vouchers (100% of target completed).*

**Benchmark:** *Semi-annual progress report submitted (100% completed, 8th semi-annual*

*progress report submitted in April, and 9th semi-annual progress report submitted in October 1999).*

**Benchmark:** *Quarterly financial reports submitted (100% complete).*

**Benchmark:** *Audits of project financed activities completed by 2/23/00 (ongoing process, particularly with USAID funded grantees).*

**Benchmark:** *Procurement/receiving/inventory/marketing completed by 2/23/00 (100% complete).*

**Benchmark:** *STTA reports completed by 2/23/00 (100% complete).*

**Benchmark:** *Results Team meetings attended by 2/23/00 (100% completed, COP attends Mission COP meetings).*

**Benchmark:** *COP attends Chemonics COP conference by 7/31/99 (100% completed, this was deferred until January/February, 2000).*

#### **Objective 4: Promote the ADC**

The ADC has been fully operational for five years. ADC also recognises opportunity to broaden apple banana activity to include matoke, because of its importance as a food security crop for Uganda and particular cross-border trade opportunities. Geographic focus is broad, and continues to stretch project resources in servicing the more remote clients, and those clients affected by rebel activity in Kasese and Bundibugyo.

The ADC has an established reputation as a successful project, which has increased the demand for its services. Apart from NTAE clients, the ADC has virtually daily visits by other projects and consultants. The ADC serves on several national committees, such as the Agricultural Modernization Task Force, the PL-480 Technical Review Committee, FOODNET Peer Review Committee, etc. The TAs within the ADC are often called upon to present papers. USAID also relies on ADC to provide input on related programmes, including food security, and other regional and global initiatives. This covers a broad range of topics, including cross-border trade, regional research, WTO and other trade related issues, environmental monitoring, competitiveness analysis, etc. The ADC has established very good collaboration with other projects/programmes such as FEWS, PL-480, SG 2000, IITA, etc. The Uganda National Vanilla Association received its grant. There are many outstanding issues to be addressed on existing grants, both of a technical and financial nature. Some of the existing grants were closed out during the year. The APDF grant activity has been active during the period, with management support provided on a cost sharing basis to HORTEXA clients and to 3 rose farms.

**Benchmark:** *HV & LV commodity priorities reviewed by ISC by 12/31/99 (100% completed, ongoing process).*

**Benchmark:** *HV & LV geographic focus reviewed by ISC by 12/31/99 (100% completed, ongoing process).*

**Benchmark:** *Ongoing engagement of collaborators (APDF/PCVs/VOCA) by 2/23/00 (100% completed, PCV programme has been suspended in Uganda).*

## 4.0 CONCLUSION

Interventions by the project continue to achieve impressive results in expanding NTAE growth for Uganda. Uganda is still a small player in the international NTAE market place. There is considerable room for further expansion. One of ADC's challenges is finding serious clients. There is also the need for the sector to expand so there is adequate critical mass to enhance Uganda's competitive advantage. This NTAE growth has come at an important time where Uganda needs to diversify its export base to buffer against declining coffee receipts and the ban on chilled fish exports to the E.U. There are also good employment/poverty eradication benefits from NTAE growth.

The ADC has developed a very good reputation as a centre of excellence in the NTAE sector, and in fact is the major supporter of this sector. It comprises a staff of highly dedicated professionals able to work directly with private sector clients. Our counsel is constantly sought by clients and by other donors and programmes. A challenge is to allocate our limited resources of TA and budget in a results oriented manner.

The internal food security situation is reasonably good at the moment. This has created greater pressure to find export markets, particularly with the decline in purchases by the relief agencies. Uganda has exported maize and beans to Kenya, which experienced a deficit in both these commodities in 1999.

The ADC is delighted to continue its activity with USAID funding under the IDEA project. This will continue through June 23, 2004. The ADC will be gearing up with additional TAs in March-April 2000 to service the clients.

Our targets are impressive, yet challenging for Phase II. Low value exports are expected to climb to \$34 million per year. High value export targets are \$45 million per year. Obviously we have to be very selective with clients and commodities, thereby positioning ourselves to provide TA to growth areas in order to achieve these results. We anticipate much of this growth coming from expansion of existing enterprises.

We look forward to the challenges of implementing Phase II and the partnerships with clients and collaborators interested in serious agribusiness.



## PART II : STATISTICAL ANNEXES



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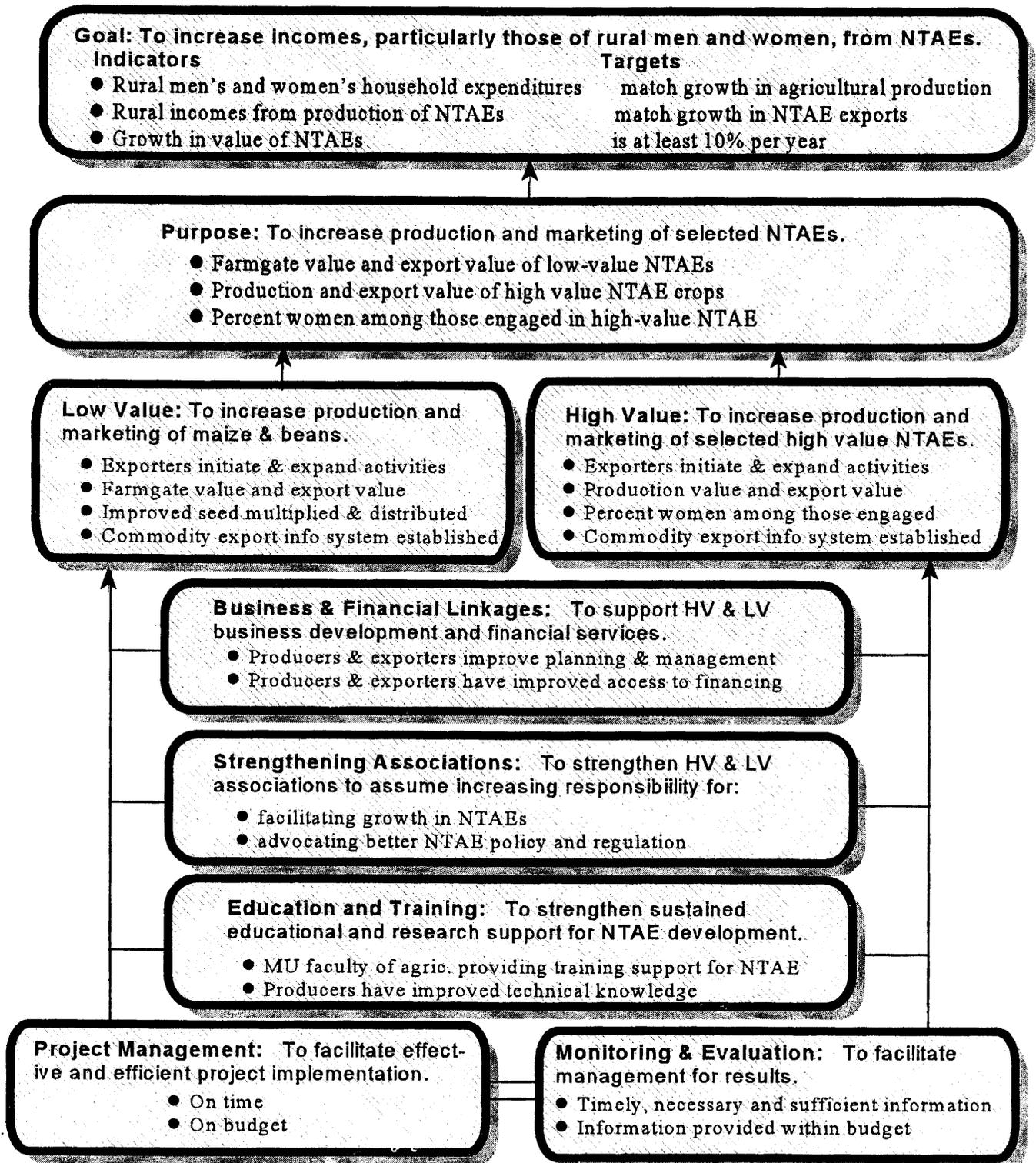
Annex 1

Project and Component Objective Trees

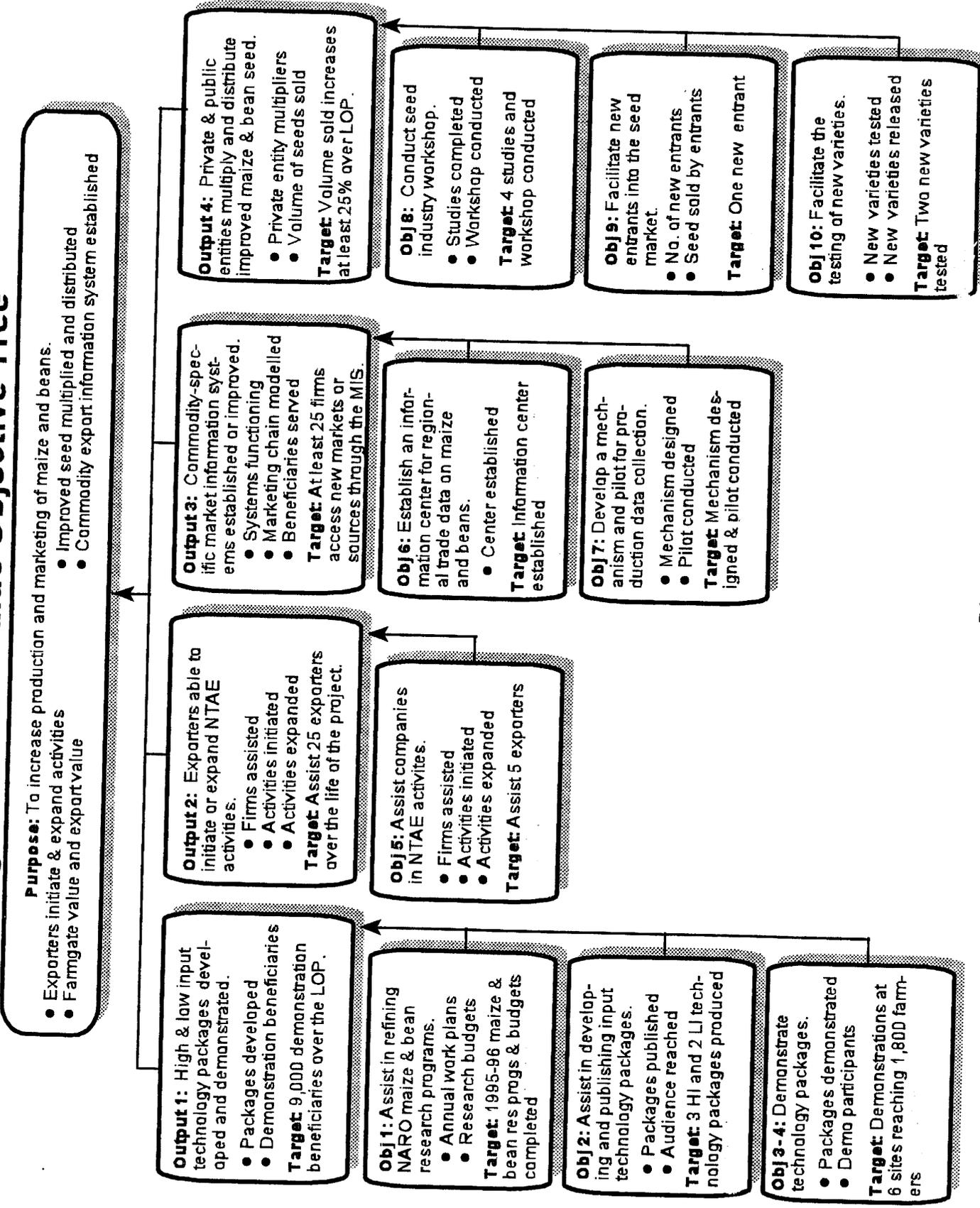
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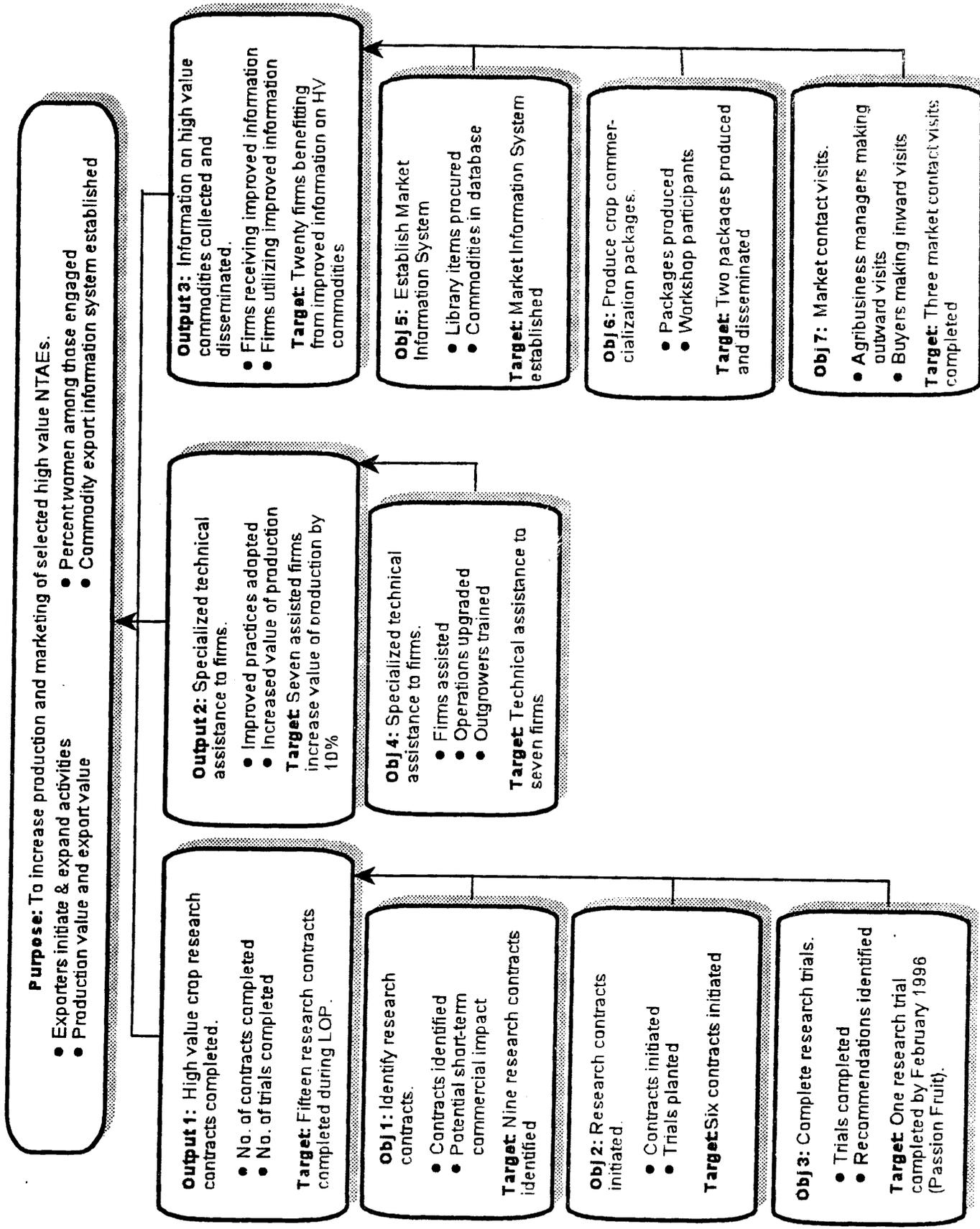
**Figure 1: Overall IDEA Objective Tree**



# Figure 2: Low Value Objective Tree

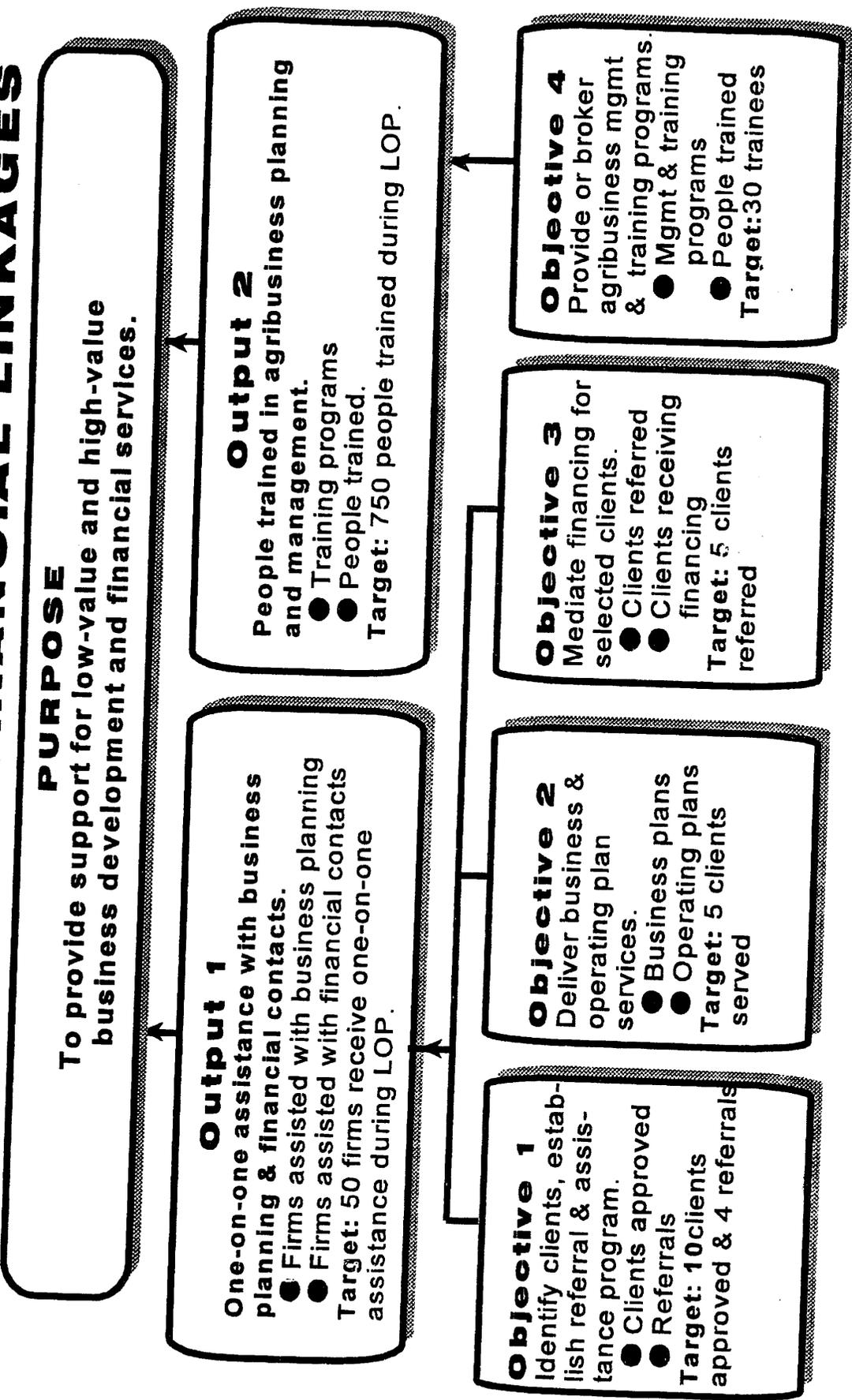


# Figure 3: High Value Objective Tree



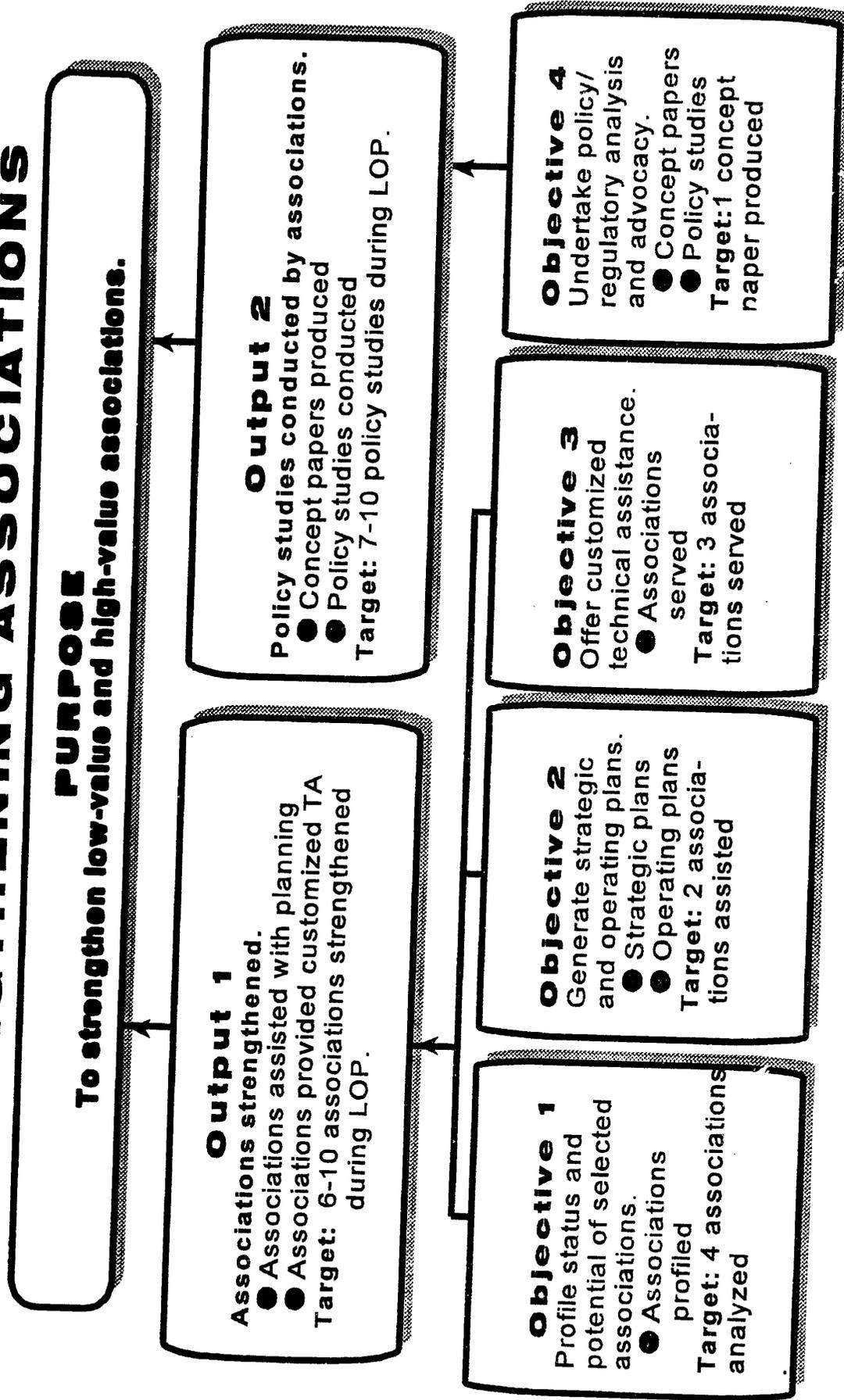
# BUSINESS AND FINANCIAL LINKAGES

Figure 4



# STRENGTHENING ASSOCIATIONS

Figure 5



**Figure 6: EDUCATION AND TRAINING**

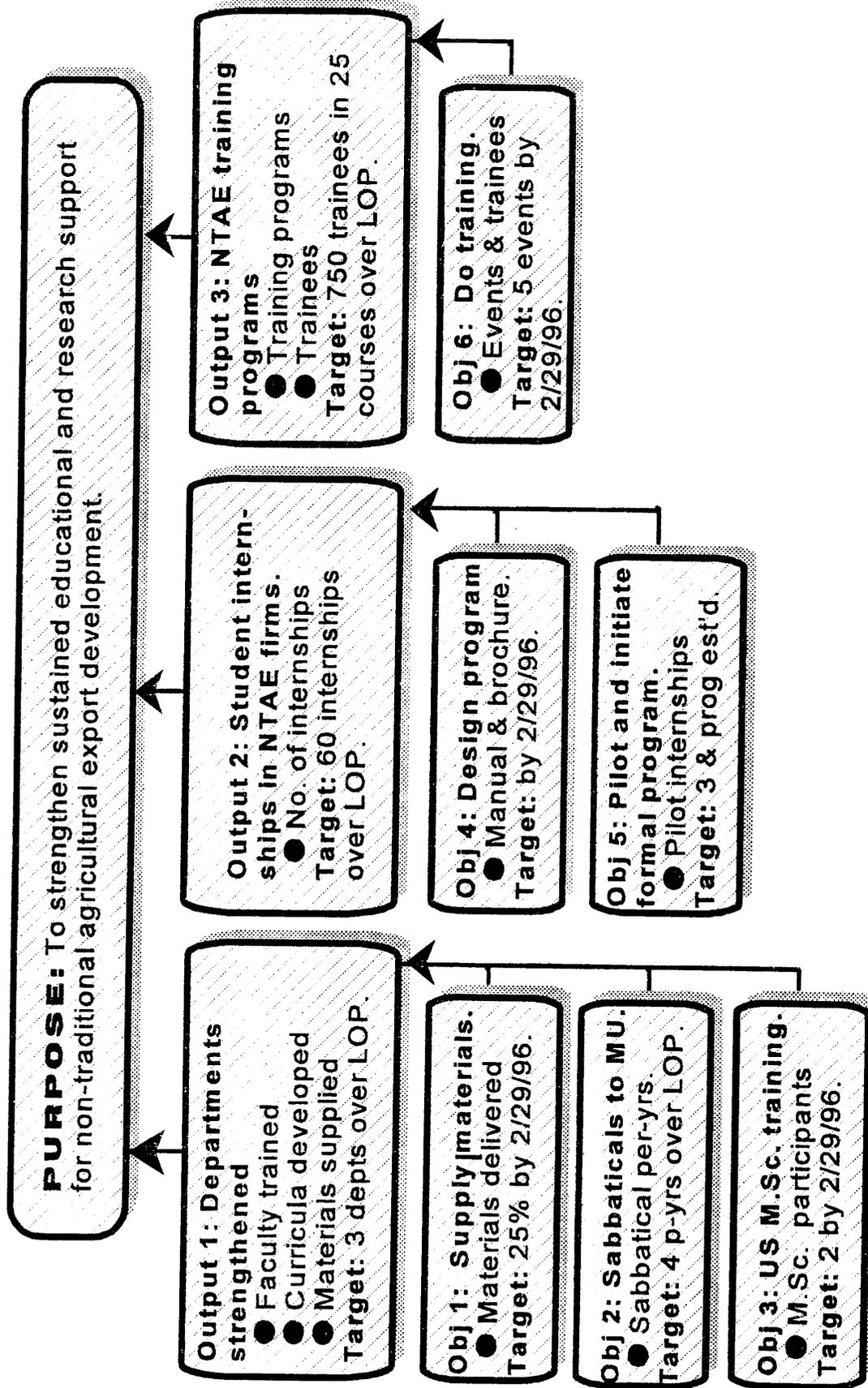
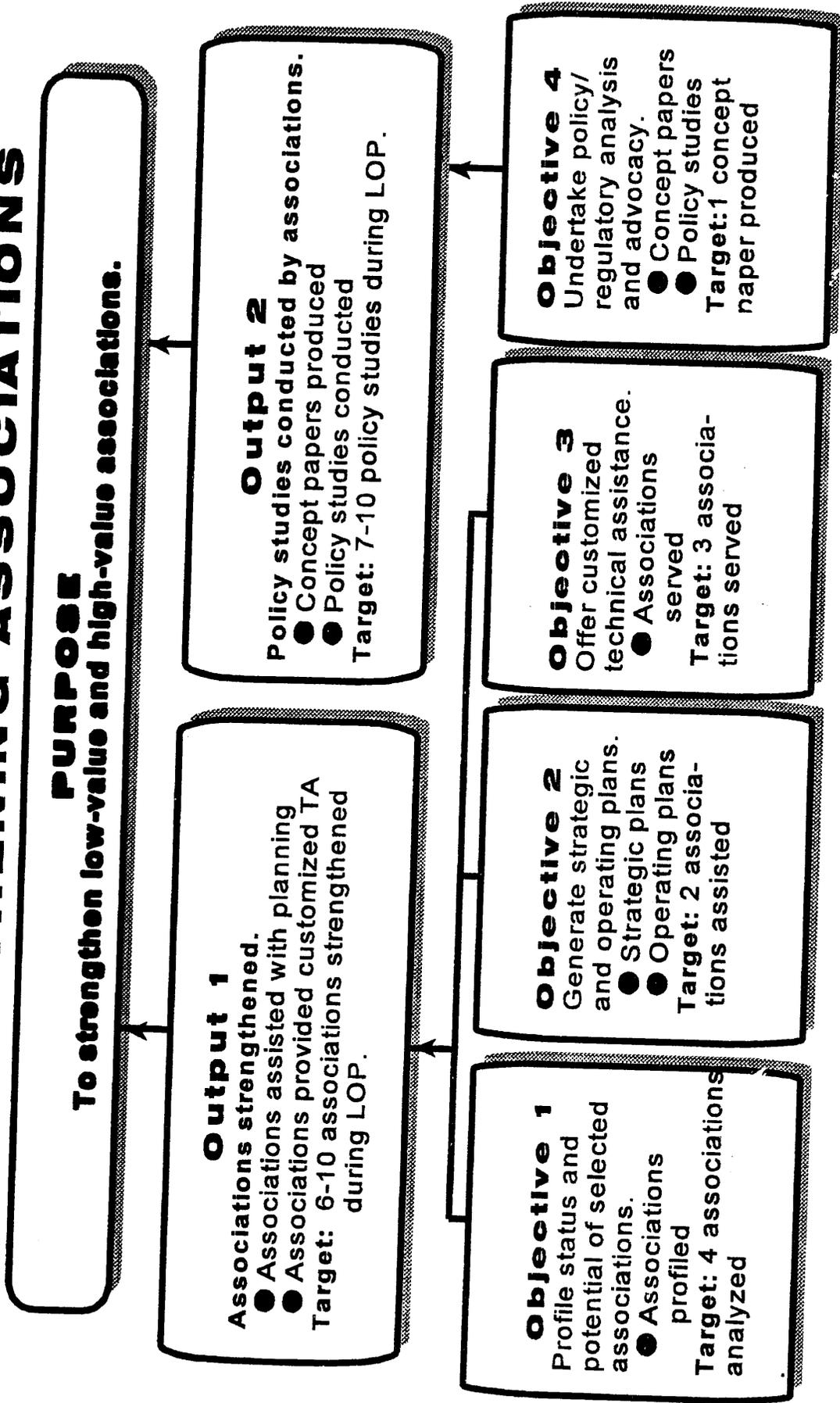
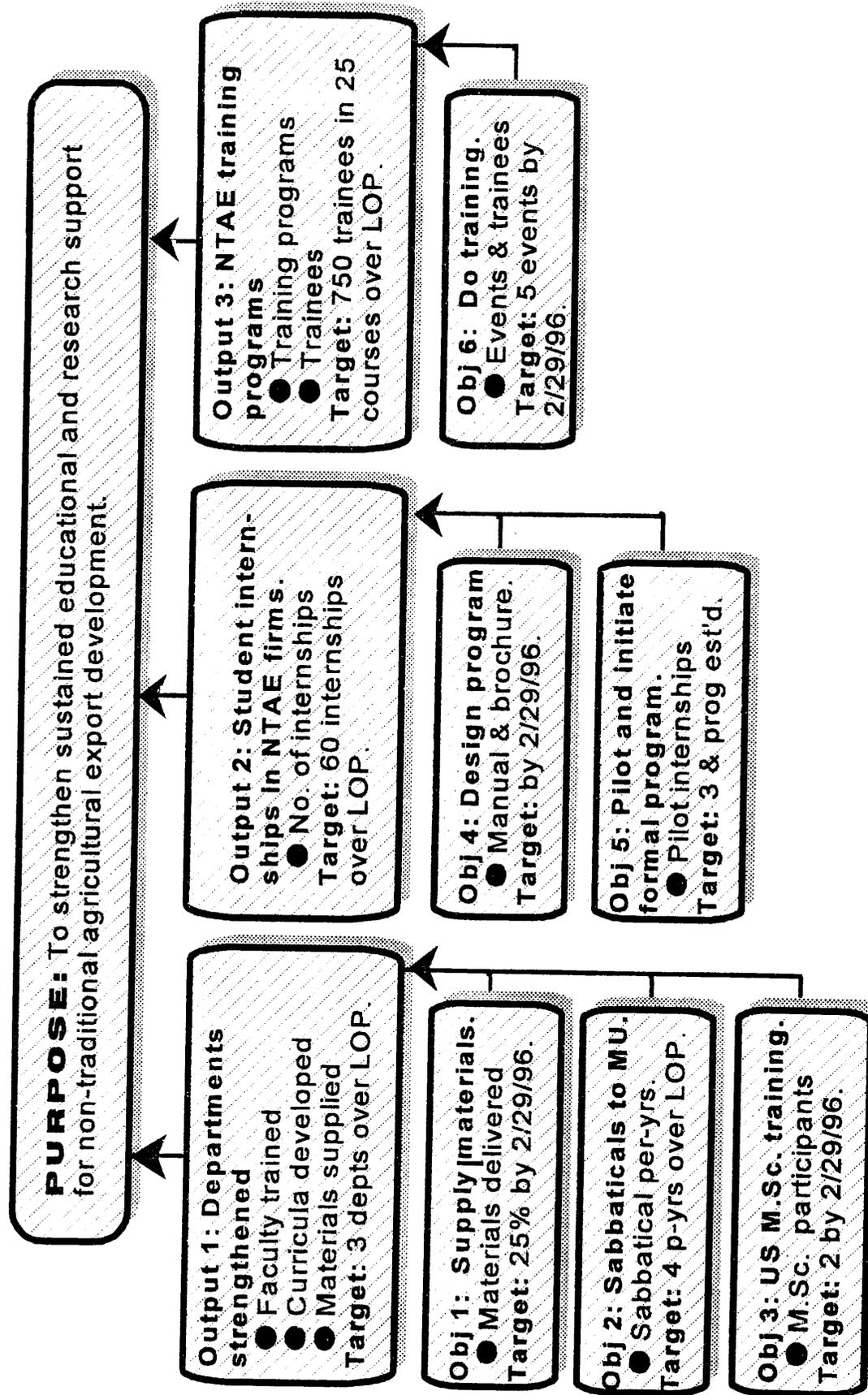


Figure 5

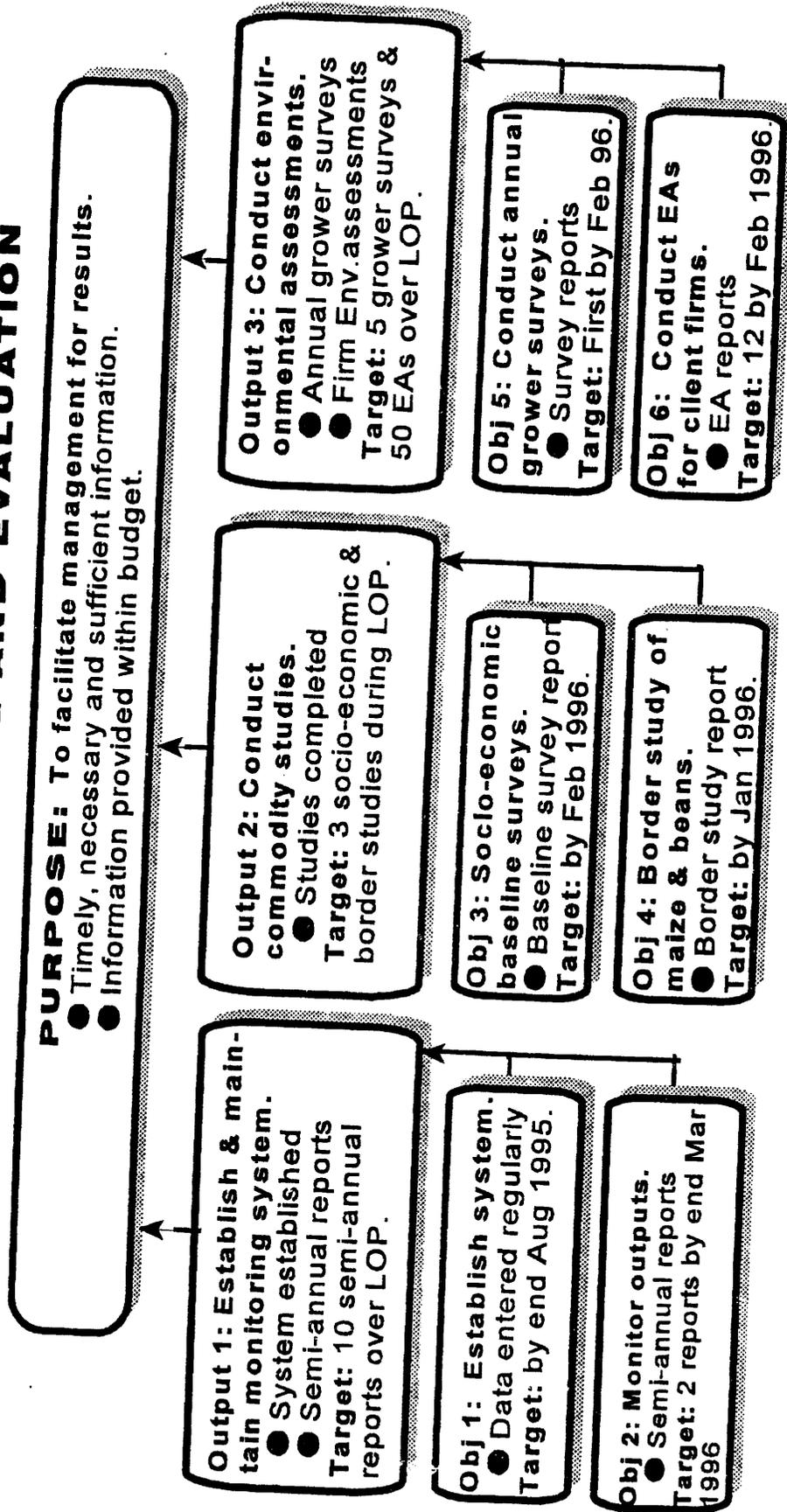
# STRENGTHENING ASSOCIATIONS



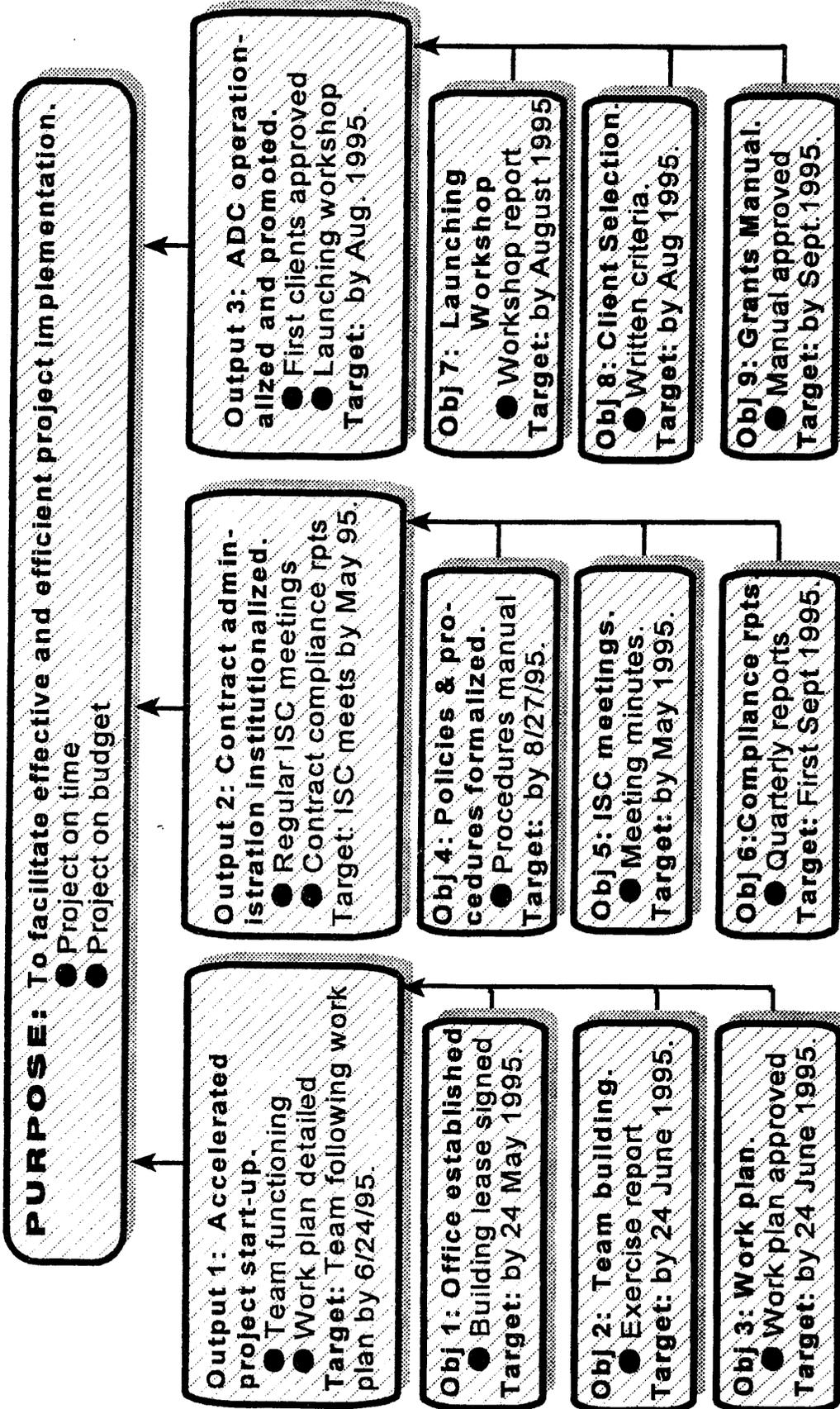
**Figure 6: EDUCATION AND TRAINING**



**Figure 7: MONITORING AND EVALUATION**



**Figure 8: PROJECT MANAGEMENT**



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Annex 2

Level of Effort for Long Term ADC Professionals

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## Level of Effort for Long Term ADC Professionals

Name	Position	Months		
		<i>Re-Programmed</i>	<i>Utilized to 2/23/00</i>	<i>Balance</i>
<b>Expat.</b>				
Clive Drew	Chief of Party	60	60.00	0.00
Steve New	High Value Crop Production & Marketing Advisor	60	58.75	1.25
Mark Wood	Low Value Crop Production & Marketing Advisor	60	60.00	0.00
William Kedrock	Agribusiness and Finance Advisor +	42	42.00	0.00
Don Breazeale	Research, Education and Extension Advisor*	29.75	29.75	0.00
<b>Local</b>				
Peter Wathum	Monitoring & Evaluation Specialist	60	56.25	3.75
Umran Kaggwa	High Value Horticulture Specialist	60	55.75	4.25
Martin Wamaniala	Low Value Commodity Specialist	60	56.25	3.75
Edison Mwanje**/ Alphine Karimarimo***/ Fred Ssango	Training Specialist	60	54.25	5.75
Ruhweza-Akiiki/ Asaph Besigye	Business Advisory Specialist	60	52.75	7.25

+ Term of service expired, was extended for six months.

\* Position was terminated in June 1997.

\*\* Edison Mwanje resigned on 1/15/98. Alphine Karimarimo replaced Edison Mwanje.

\*\*\* Alphine Karimarimo (who had replaced Edison Mwanje) was brutally murdered. Fred Ssango was recruited as a replacement in October 1999.



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Annex 3

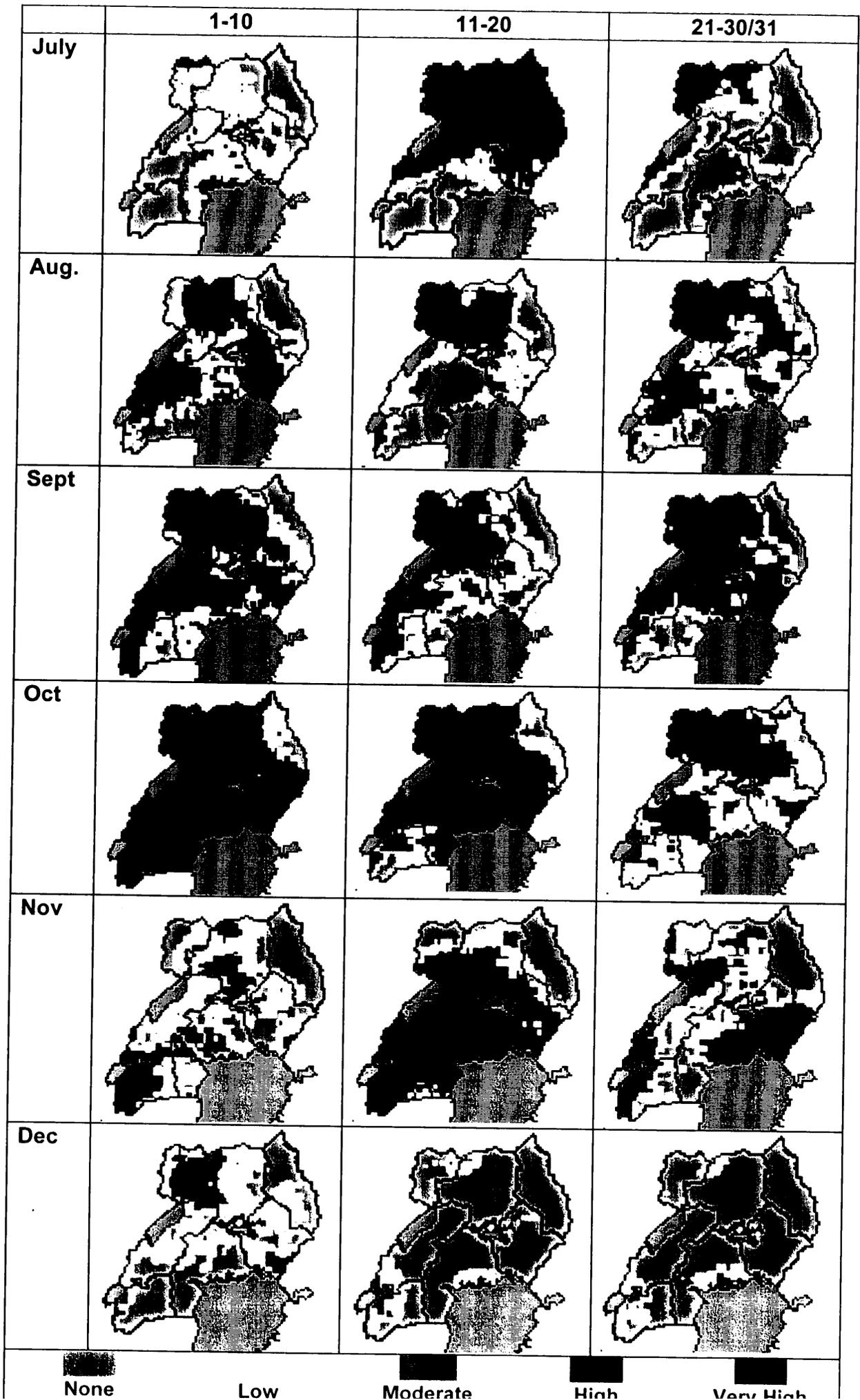
Rainfall Estimates (April - September 1999)

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Annex 4

Agribusiness Impact Monitoring Systems (AIMS)

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## **EXPLANATORY NOTES ON AIMS (Annex 4)**

AIMS follows the project logical framework. At the top of every box is a task indicated by "00", "10", "11", etc. The 00 is the component purpose and overall objective. The 10, 20, 30, etc refer to the LOP objectives while the 11, 12, 13, etc. refer to end of work plan year objectives.

At the left side of the task box is the work plan indicating targets and planned start and finish. On the right side is progress highlighting achievements and percentage of target (workplan) achieved. At the lower end is the status corner which gives time and target. To this effect, a task is either early, on time or late; can be on target, over target or under target.

For the 00s and 10s, percent done of less than 40 generally indicates a late and under target task. On the other hand, percent of over 40 indicates the task is over target. In the case of 11, 12, etc, a percent done can be anywhere between 0 and 100. A progress of less than 100 percent at this level generally shows that a task is under target. A percent of 100 on the other hand shows that a task is on time and on target.

The AIMS does not accommodate the reporting of achievements in excess of 100%, except what is shown in the narrative progress box.



Task 00 Low Value

**Workplan**

Farmgate value of maize and bean exports increase to \$7.5 million p.a in 1999 from \$2.5 million p.a in 1993. Export value of maize & beans increase to \$20 million in 1999 from \$6.6 million in 1993.

Planned start  
3/1/1995

Planned finish  
2/23/00

Status:

Time: On time

Target: Under target

**Progress**

% Done  
80

Over 20,000 tons of maize and beans worth \$ 4 million was purchased by WFP during 1999. A further 62,000 tons of maize and beans worth \$12 million was traded across Ugandan borders.

Task 10 Technology packages

**Workplan**

Packages developed & demonstrated at 6 sites/year, reaching 9,000 farmers & extension agents over LOP.

Planned start  
3/1/1995

Planned finish  
2/23/00

Status:

Time: On time

Target: Over target

**Progress**

% Done  
100

185,000 farmers were exposed to improved production technology in 1999 through the use of 3,850 standard demonstrations and over 2,000 adopter fields.

Task 11 NARO research programs

**Workplan**

1999 research programs monitored and 2000 program approved by 2/23/00.

Planned start  
4/1/1999

Planned finish  
2/23/00

Status:

Time: On time

Target: On target

**Progress**

% Done  
95

Research activities covered variety development, cropping system, socio economics and intergrated pest management. Preparation of 1999 end of year research reports is underway. Proposals for 2000 were received, reviewed and approved.

Task 12 Update technology packages

**Workplan**

Updated commercial production & management handbook produced & disseminated by 8/12/99.

Planned start  
4/1/1999

Planned finish  
8/12/1999

Status:

Time: On time

Target: On target

**Progress**

% Done  
100

The commercial production management handbook was updated and disseminated.

<b>Task</b>	20	Exporters initiate NTAE activities	
<b>Workplan</b>		<b>Progress</b>	
Twenty five exporters assisted over LOP.		Exporters continue to receive assistance from the ADC in forms of market information and linkage to production sources. Over LOP, a total of 17 exporters were assisted (representing 68% of LOP target). A number of them, however fell out of business.	
		<b>Planned start</b> 7/1/1995	<b>% Done</b> 100
		<b>Planned finish</b> 2/23/00	
<b>Status:</b>	<b>Time:</b> On time		
	<b>Target:</b> On target		

<b>Task</b>	21	Maintain assistance to clients	
<b>Workplan</b>		<b>Progress</b>	
Assistance maintained to at least 5 active exporter companies by 2/23/00.		5 exporter companies were assisted in the areas of input supply, production linkages, market information and linkages.	
		<b>Planned start</b> 4/1/1999	<b>% Done</b> 100
		<b>Planned finish</b> 2/23/00	
<b>Status:</b>	<b>Time:</b> On time		
	<b>Target:</b> On target		

<b>Task</b>	22	Provide TA for additional commodity developments	
<b>Workplan</b>		<b>Progress</b>	
3 promising new bean varieties incorporated. 2 seasons of research conducted on sesame in Serere by 2/23/00.		3 new bean varieties are at advanced stages of seed multiplication. Sesame research is still on hold at Serere, and will probably be dropped as response from Serere has been non-existent.	
		<b>Planned start</b> 4/1/1999	<b>% Done</b> 80
		<b>Planned finish</b> 2/23/00	
<b>Status:</b>	<b>Time:</b> On time		
	<b>Target:</b> Under target		

<b>Task</b> 23      Maintain assistance to outgrower programs	
<p><b>Workplan</b> 2 outgrower programs produce commercial shipments of beans for seed or export by 2/15/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 4/1/1999</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 2/15/00</div>	<p><b>Progress</b> Outgrower programs continue with; IFCD in Rakai, BUFA in Kibaale and LAWODA in Lira. Marketing of products has, however, concentrated in the informal sector, with some constituting cross-border trade to the DRC and Tanzania.</p> <div style="border: 1px solid black; padding: 2px; width: fit-content;"><b>% Done</b> 100</div>
<p><b>Status:</b>      <span style="border: 1px solid black; padding: 2px 10px;">Time: On time</span></p> <p>                    <span style="border: 1px solid black; padding: 2px 10px;">Target: On target</span></p>	

<b>Task</b> 30      Commodity-specific market information system	
<p><b>Workplan</b> Market Information Systems established or improved upon as measured by regional market information on grains and pulses collected and disseminated over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 8/3/1995</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 2/23/00</div>	<p><b>Progress</b> The Market Information System in place has centred around monthly maize and beans stakeholders meetings and subsequent monthly updates. Linkages have been established with regional databases.</p> <div style="border: 1px solid black; padding: 2px; width: fit-content;"><b>% Done</b> 100</div>
<p><b>Status:</b>      <span style="border: 1px solid black; padding: 2px 10px;">Time: On time</span></p> <p>                    <span style="border: 1px solid black; padding: 2px 10px;">Target: On target</span></p>	

<b>Task</b> 31      Provide market knowledge & information services	
<p><b>Workplan</b> A revitalised MKIS established by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 4/1/1999</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 2/23/00</div>	<p><b>Progress</b> Close collaboration has been maintained with FEWS, WFP and various export companies. A new Market Information Officer has been recruited and this should further strenghten the ability of the component to provide timely information to its clients.</p> <div style="border: 1px solid black; padding: 2px; width: fit-content;"><b>% Done</b> 100</div>
<p><b>Status:</b>      <span style="border: 1px solid black; padding: 2px 10px;">Time: On time</span></p> <p>                    <span style="border: 1px solid black; padding: 2px 10px;">Target: On target</span></p>	

<b>Task</b>	40	Private sector entities multiply & distribute seeds					
<b>Workplan</b>		Measured by: (a) private firms and public NGOs multiplying improved seeds, and (b) volume of improved seeds sold increasing by 5-10% per year over LOP.	<table border="1" style="width: 100%;"> <tr> <td><b>Planned start</b></td> <td>5/1/1996</td> </tr> <tr> <td><b>Planned finish</b></td> <td>2/23/00</td> </tr> </table>	<b>Planned start</b>	5/1/1996	<b>Planned finish</b>	2/23/00
<b>Planned start</b>	5/1/1996						
<b>Planned finish</b>	2/23/00						
<b>Progress</b>		2,700 tons of seed were sold by USP in 1999, with maize and beans constituting nearly 90%. Over LOP, annual increase in volumes of seed sales have exceeded 40%. Private sector participation is on the increase with active involvement grassroots groups.	<table border="1" style="width: 100%;"> <tr> <td><b>% Done</b></td> <td>100</td> </tr> </table>	<b>% Done</b>	100		
<b>% Done</b>	100						
<b>Status:</b>	<table border="1" style="width: 100%;"> <tr> <td><b>Time:</b> On time</td> </tr> <tr> <td><b>Target:</b> Over target</td> </tr> </table>		<b>Time:</b> On time	<b>Target:</b> Over target			
<b>Time:</b> On time							
<b>Target:</b> Over target							

<b>Task</b>	41	Seed multiplication activities supported and promoted					
<b>Workplan</b>		4 newly emerging seed production entrants and 2 on-going concerns supported by 2/23/00.	<table border="1" style="width: 100%;"> <tr> <td><b>Planned start</b></td> <td>4/1/1999</td> </tr> <tr> <td><b>Planned finish</b></td> <td>2/23/00</td> </tr> </table>	<b>Planned start</b>	4/1/1999	<b>Planned finish</b>	2/23/00
<b>Planned start</b>	4/1/1999						
<b>Planned finish</b>	2/23/00						
<b>Progress</b>		LAWODA in Lira, BUFA and Nalweyo Seed Co. in Kibaale and IFCD in Rakai continued with building up their seed production capacity with ADC assistance. USP and Harvest Seeds (associated with CEI) also received support from the ADC.	<table border="1" style="width: 100%;"> <tr> <td><b>% Done</b></td> <td>100</td> </tr> </table>	<b>% Done</b>	100		
<b>% Done</b>	100						
<b>Status:</b>	<table border="1" style="width: 100%;"> <tr> <td><b>Time:</b> On time</td> </tr> <tr> <td><b>Target:</b> Over target</td> </tr> </table>		<b>Time:</b> On time	<b>Target:</b> Over target			
<b>Time:</b> On time							
<b>Target:</b> Over target							

<b>Task</b>	42	Promote & support commercial farming operations					
<b>Workplan</b>		At least 5 successful fully-commercial catalyst farmers report activity by 2/23/00.	<table border="1" style="width: 100%;"> <tr> <td><b>Planned start</b></td> <td>4/1/1999</td> </tr> <tr> <td><b>Planned finish</b></td> <td>2/23/00</td> </tr> </table>	<b>Planned start</b>	4/1/1999	<b>Planned finish</b>	2/23/00
<b>Planned start</b>	4/1/1999						
<b>Planned finish</b>	2/23/00						
<b>Progress</b>		During the reporting period, 50 commercial farmers were actively assisted by the ADC with training and financial mediation to obtain credit.	<table border="1" style="width: 100%;"> <tr> <td><b>% Done</b></td> <td>100</td> </tr> </table>	<b>% Done</b>	100		
<b>% Done</b>	100						
<b>Status:</b>	<table border="1" style="width: 100%;"> <tr> <td><b>Time:</b> On time</td> </tr> <tr> <td><b>Target:</b> Over target</td> </tr> </table>		<b>Time:</b> On time	<b>Target:</b> Over target			
<b>Time:</b> On time							
<b>Target:</b> Over target							

<b>Task</b> 43    Input supply intervention	
<b>Workplan</b> 5 distributors & at least 150 rural stockists benefit from ADC support in 10 districts.	<b>Planned start</b> 4/1/1999
	<b>Planned finish</b> 2/23/00
<b>Status:</b>	<b>Time:</b> On time
	<b>Target:</b> Under target
<b>Progress</b> 95 stockists, covering 10 districts were assisted in 1999. Areas of assistance included training, wholesale linkages and guarantee support. Support was extended to guarantees between suppliers and distributors.	
	<b>% Done</b> 65

<b>Task</b> 00      High Value	
<p><b>Workplan</b>                  1999 export values: flowers \$5 million; vegetables \$370,000; oils &amp; spices \$1.1 million. Increase in HV smallholders and hired labour: flowers 1,400; vegetables 1,000; oils &amp; spices 5,000. 40% women.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00             </div>	<p><b>Progress</b>                  HV export figures are above target, with the following levels of performance: cut flower (\$16.1 mill); fruits &amp; veg (\$3.3 mill); oils &amp; spices (\$1.95 mill). Employment due the expansion in HV products is nearly 25,000 with over 70% being females.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div> <p>Annual exports of HV crops have increased by about 330% between 1995 and 1999.</p>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-left: 100px;"> <b>Target:</b> Over target             </div>	

<b>Task</b> 10      HV crop research contracts	
<p><b>Workplan</b>                  15 high value research contracts completed by end of Project.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/15/1995             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00             </div>	<p><b>Progress</b>                  15 research contracts were completed over LOP. 40% of these resulted into commercial production, while 20% did not justify commercialisation. The remaining 40% showed successful results, which have contributed to growth of established business.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-left: 100px;"> <b>Target:</b> On target             </div>	

<b>Task</b> 11      Complete 10 current trials	
<p><b>Workplan</b>                  15 total research trials completed by 2/1/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/1/00             </div>	<p><b>Progress</b>                  10 research contacts completed during the year. Of the 15 contracts completed since 1995, 4 were in floriculture, 5 in fresh produce, 4 in essential oils and spices, 1 in papain and 1 general.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-left: 100px;"> <b>Target:</b> On target             </div>	

<b>Task</b> 12      Initiate three additional research contracts	
<p><b>Workplan</b>                  3 additional research contracts initiated by 2/21/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/21/00             </div>	<p><b>Progress</b>                  4 research activities are continuing on cocoa, banana, passion fruit and flowers.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 95             </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin-left: 100px;"> <b>Target:</b> Over target             </div>	

<b>Task</b>	20	Specialized TA to firms					
<b>Workplan</b>		TA provided to 40 firms or associations including flowers, oils & spices, fruit & vegetables by end of Project.	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Planned start</b></td></tr> <tr><td>3/1/1995</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/23/00</td></tr> </table>	<b>Planned start</b>	3/1/1995	<b>Planned finish</b>	2/23/00
<b>Planned start</b>							
3/1/1995							
<b>Planned finish</b>							
2/23/00							
<b>Progress</b>		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table> <p>Customised TA has been provided to 58 firms/associations. The breakdown by commodity group is: fruit and vegetables (21), floriculture (18), spices and papain (13), honey (2), cocoa (2), product handling (1) and general (1).</p>		<b>% Done</b>	100		
<b>% Done</b>							
100							
<b>Status:</b>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Time:</b> On time</td></tr> <tr><td><b>Target:</b> Over target</td></tr> </table>			<b>Time:</b> On time	<b>Target:</b> Over target		
<b>Time:</b> On time							
<b>Target:</b> Over target							

<b>Task</b>	21	Provide TA to four national associations					
<b>Workplan</b>		TA provided to 4 national associations by 2/23/00.	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Planned start</b></td></tr> <tr><td>4/1/1999</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/23/00</td></tr> </table>	<b>Planned start</b>	4/1/1999	<b>Planned finish</b>	2/23/00
<b>Planned start</b>							
4/1/1999							
<b>Planned finish</b>							
2/23/00							
<b>Progress</b>		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table> <p>Customised TA has been provided to 5 national associations - UFEA, HIORTEXA, UNVA, UHA and Uganda Cocoa Association through training, market development and demonstrations.</p> <p>UFEA and HORTEXA have formed a joint company- Fresh Produce Ltd to improve handling and consolidate volume at Entebbe.</p>		<b>% Done</b>	100		
<b>% Done</b>							
100							
<b>Status:</b>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Time:</b> On time</td></tr> <tr><td><b>Target:</b> Over target</td></tr> </table>			<b>Time:</b> On time	<b>Target:</b> Over target		
<b>Time:</b> On time							
<b>Target:</b> Over target							

<b>Task</b>	22	Provide customized TA to firms and outgrower associations					
<b>Workplan</b>		TA provided to 30 total firms/associations by 2/23/00.	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Planned start</b></td></tr> <tr><td>4/1/1999</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/23/00</td></tr> </table>	<b>Planned start</b>	4/1/1999	<b>Planned finish</b>	2/23/00
<b>Planned start</b>							
4/1/1999							
<b>Planned finish</b>							
2/23/00							
<b>Progress</b>		<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table> <p>During the reporting period, customised TA was given to individual firms and grassroots associations. Efforts have been targeted at increasing production and improving management. This has resulted in increased production and exports.</p> <p>Better marketing strategies have been developed for the HV commodities over the life of project.</p>		<b>% Done</b>	100		
<b>% Done</b>							
100							
<b>Status:</b>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr><td><b>Time:</b> On time</td></tr> <tr><td><b>Target:</b> Over target</td></tr> </table>			<b>Time:</b> On time	<b>Target:</b> Over target		
<b>Time:</b> On time							
<b>Target:</b> Over target							

**Task 30** Information on HV commodities

**Workplan**  
Information on HV commodities collected and disseminated regularly over LOP.

**Planned start**  
4/10/1995

**Planned finish**  
2/23/00

**Progress**  
Market information has been collected and disseminated to clients as and when required. Improved systems in place for collection of export data. Bi-weekly price bulletins are produced for all HV products.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** On target

**Task 31** Distribute market information

**Workplan**  
Improved MKIS operating & clients receiving focused market information by 2/23/00.

**Planned start**  
4/1/1999

**Planned finish**  
2/23/00

**Progress**  
Price bulletin format has been improved and it is now possible to serve specific client needs. Weekly international prices are now available on-line for all the major commodities.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** On target

ADC is now established as the main source of market information and export statistics for HV crops.

**Task 32** Upgrade current commercialisation bulletins

**Workplan**  
13 HV commercialisation bulletins upgraded and disseminated by 12/21/99.

**Planned start**  
4/1/1999

**Planned finish**  
12/21/1999

**Progress**  
Commercialisation bulletins were upgraded and are now ready for distribution. Arising out of this, clients are expected to make better decisions for production and marketing.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** On target

**Task 33** Produce two additional extension manuals

**Workplan**  
Two new extension manuals completed by 7/1/99.

**Planned start**  
4/1/1999

**Planned finish**  
7/1/1999

**Progress**  
Most of the work on both cocoa and banana manuals has been accomplished. Final drafts for both cocoa and banana have been submitted and the ADC is in the process of making copies for distribution to HV clients.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** On target

<b>Task</b> 34      Carry out 10 additional market contact visits	
<b>Workplan</b> At least 10 focused market contact visits completed by 12/30/99.	<b>Planned start</b> 5/10/1999
	<b>Planned finish</b> 12/30/1999
<b>Status:</b>	<b>% Done</b> 100
<b>Time:</b> On time	Various flower buyers from Holland & fresh produce buyers from UK visited Uganda. Fresh produce exporters & association members visited Holland and UK. Flower exporters attended IPM exhibition in Germany & Hi-low, a fresh produce importer visited Uganda.
<b>Target:</b> On target	

<b>Task</b> 00      Business and Financial Linkages	
<p><b>Workplan</b> Over LOP, 50 firms (10 per year) receive 1-on-1 assistance with business planning and financial contacts. 750 people (150/year) trained in agribusiness planning and management.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> A total 104 firms (including individuals) have received BAF assistance and 1,669 people have received business-related training.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b></p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Time:</b> On time         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Target:</b> Over target         </div>	

<b>Task</b> 10      One-on-one assistance to firms	
<p><b>Workplan</b> 50 firms assisted by end of Project.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/15/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> A total of 104 firms (including associations and individuals) received BAF assistance in agribusiness planning and management, finance mediation, agribusiness training and other agri-business-related areas.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div> <p style="margin-top: 20px;">Majority of the clients received more than one BAF assistance/intervention.</p>
<p><b>Status:</b></p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Time:</b> On time         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Target:</b> Over target         </div>	

<b>Task</b> 11      Maintain BAF services to existing and new clients	
<p><b>Workplan</b> 10 previous and 5 new clients assisted by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> A total of 59 clients (22 existing &amp; 37 new) received BAF assistance during the year. 10 clients received business and operating plans, 37 clients were assisted with finance mediation and a number of clients received one-on-one BAF assistance &amp; training.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b></p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Time:</b> On time         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Target:</b> Over target         </div>	

**Task** 12 Complete business and operating plans

**Workplan**  
10 clients receive  
business/operating plan assistance  
by 2/23/00.

**Planned start**  
4/1/1999

**Planned finish**  
2/23/00

**Progress**

**% Done**  
100

2 joint business plans were completed for 2 clients and 8 clients received operating plans (7 with new plans and 1 with implementation). Very low demand for business plans, including APDF type, was realised during the year.

**Status:**

**Time:** On time

**Target:** On target

**Task** 13 Mediate financing for clients

**Workplan**  
Up to 12 clients referred to  
financing sources by 2/24/00.

**Planned start**  
4/1/1999

**Planned finish**  
2/24/00

**Progress**

**% Done**  
100

BAF mediated for 37 clients; 24 successfully, 6 had their applications not yet considered in Coop Bank when it closed, 4 were rejected and 3 are pending. Several banks continue to have financial difficulties and have cut down on their lending portfolio.

**Status:**

**Time:** On time

**Target:** Over target

**Task** 14 Develop and promote investment profiles

2 NTAE sectors profiled and  
investment forum held by 2/14/00.

**Planned start**  
11/10/1999

**Progress**

**% Done**  
95

BAF worked with LV to address the concern of LV crop commercial farmers as identified at the last NTAE forum. BAF continued to support commercial farming sector whose potential impact on NTAE growth has been profiled.

<b>Task</b>	15	Pursue options to increase use of finance by NTAE firms					
<b>Workplan</b>		<b>Progress</b>					
Finance decision made on 2 new services and 4 services implemented by 2/23/00.		<table border="1"> <tr> <td><b>Planned start</b></td> <td>4/1/1999</td> </tr> <tr> <td><b>Planned finish</b></td> <td>2/23/00</td> </tr> </table>	<b>Planned start</b>	4/1/1999	<b>Planned finish</b>	2/23/00	Finance decision was made on 2 new services (ECGS and Risk Fund Scheme) and 4 services were implemented (i.e ATAIN, ERS, Risk Fund and UCE), 1 scheme is pending decision and 3 other schemes were bogged down by indecision.
<b>Planned start</b>	4/1/1999						
<b>Planned finish</b>	2/23/00						
<b>Status:</b>		<b>% Done</b>					
Time: On time		100					
Target: On target							

<b>Task</b>	16	Carry out competitiveness analysis of supported NTAEs					
<b>Workplan</b>		<b>Progress</b>					
Competitiveness analysis of one NTAE sector done by 1/3/00.		<table border="1"> <tr> <td><b>Planned start</b></td> <td>10/1/1999</td> </tr> <tr> <td><b>Planned finish</b></td> <td>1/3/00</td> </tr> </table>	<b>Planned start</b>	10/1/1999	<b>Planned finish</b>	1/3/00	Competitiveness analysis of 2 NTAE sectors (NTAEs by air and commercial maize farming) were completed and results disseminated to the players in the sectors.
<b>Planned start</b>	10/1/1999						
<b>Planned finish</b>	1/3/00						
<b>Status:</b>		<b>% Done</b>					
Time: On time		100					
Target: Over target							

<b>Task</b>	20	People trained in agribusiness planning & management					
<b>Workplan</b>		<b>Progress</b>					
750 people trained by end of Project.		<table border="1"> <tr> <td><b>Planned start</b></td> <td>5/3/1995</td> </tr> <tr> <td><b>Planned finish</b></td> <td>2/23/00</td> </tr> </table>	<b>Planned start</b>	5/3/1995	<b>Planned finish</b>	2/23/00	To-date 1,669 people received training in agri-business related areas. BAF training was cross-cutting for all sectors of ADC intervention. Grassroots impact & resource leveraging with collaborators were particularly emphasised in ADC training events.
<b>Planned start</b>	5/3/1995						
<b>Planned finish</b>	2/23/00						
<b>Status:</b>		<b>% Done</b>					
Time: On time		100					
Target: Over target							

**Task** 21 Provide agribusiness management training

**Workplan**

100 people trained in agribusiness planning and management by 2/23/00.

**Planned start**  
4/1/1999

**Planned finish**  
2/23/00

**Progress**

**% Done**  
100

507 people received BAF business-related training through 9 training events covering 3 areas of ADC intervention; input supply, commercial farming, and competitive analysis of NTAE sector. Also regular focused-training was offered to selected clients.

**Status:**

**Time:** On time

**Target:** Over target

<b>Task</b> 00      Strengthening Associations	
<p><b>Workplan</b> Associations facilitating growth in NTAEs and acting as advocates for better NTAE policy and regulatory environment by end of Project.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> ADC continued to assist client associations on demand-driven basis. Much emphasis on ADC services is to assist individual firms which once are strong, will help to overcome the persistent weaknesses depicted by current ADC-client associations.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time      .</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <b>Target:</b> On target         </div>	

<b>Task</b> 10      Associations strengthened	
<p><b>Workplan</b> Six to ten associations strengthened during LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> Over the past 5 years, ADC extended assistance to 10 primary NTAE commodity associations and about a similar number of local-based associations and producer groups. ADC also assisted with policy, regulatory analyses and advocacy on issues affecting NTAEs.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <b>Target:</b> On target         </div>	

<b>Task</b> 11      Maintain contact with associations and provide assistance	
<p><b>Workplan</b> Eight engagements completed with 6 associations by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> 10 BAF engagements were completed with 6 associations. Also LV and HV had engagements with some NTAE associations. 2 policy/regulatory analyses and advocacy were done.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; padding: 2px; margin-top: 5px;"> <b>Target:</b> On target         </div>	

<b>Task 00 Education and Training</b>	
<p><b>Workplan</b>                  MU Faculty of Agriculture providing long-term and short-term training to support growth of NTAEs over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00             </div>	<p><b>Progress</b>                  The component continued to work closely with MUFAB and also coordinate NTAE training activities. Demand for practical skills continue to increase and many client-focused training events continue to be conducted.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div> <p>The internship program (though over target) continue to receive support with MU assuming greater role.</p>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div> <p>                  <b>Target:</b> Over target</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div>	

<b>Task 10 MU/FAF departments strengthened</b>	
<p><b>Workplan</b>                  Three departments strengthened over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/10/1995             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00             </div>	<p><b>Progress</b>                  Support has continued to the MUFAB's three departments. In addition, the Dean's office and other departments like Agricultural Extension/Education and Soil Science continue to receive assistance.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div> <p>                  <b>Target:</b> Over target</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div>	

<b>Task 11 Continue implementing U.S M.S program</b>	
<p><b>Workplan</b>                  1 M.S graduate returns to Uganda by 9/1/99.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 9/1/1999             </div>	<p><b>Progress</b>                  The remaining M.Sc. candidate successfully completed her studies at Caly Poly San Luis Obispo an returned to Uganda in December 1999. This brings to 5 the total number of candidates sponsored by IDEA.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div> <p>                  <b>Target:</b> On target</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div>	

<b>Task 20 Student internships in NTAE firms</b>	
<p><b>Workplan</b>                  Sixty NTAE student internships conducted over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995             </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00             </div>	<p><b>Progress</b>                  The number of students under the internship program has increased to 95, as against the target of 60. This has been due to increased demand for the program. Several of the former interns have now been employed by their sponsors.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100             </div> <p>MU has effectively taken charge, and the internship coordinator has done a good job in implementing the program.</p>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div> <p>                  <b>Target:</b> Over target</p> <div style="border: 1px solid black; width: 150px; margin: 2px 0;"></div>	

<b>Task</b> 21      Implement NTAE internship program	
<p><b>Workplan</b> Up to 20 NTAE student interns placed by 7/26/99.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 4/1/1999</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 7/26/1999</div>	<p><b>Progress</b> A total of 27 students have been placed at 13 different NTAE sites. The ADC has also supported a business intern in its accounting department where he gained experience in accounting software package, spreadsheets and reconciliations.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"><b>% Done</b> 100</div> <p>The internship coordinator has done a good job in implementing the program, with minimal input from the ADC.</p>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time: On time</div> <div style="border: 1px solid black; padding: 2px;">Target: Over target</div> </div>	

<b>Task</b> 30      NTAE training programs	
<p><b>Workplan</b> 750 participants trained in 25 courses over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 4/1/1995</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 2/23/00</div>	<p><b>Progress</b> ADC training approach of being demand-driven and client-centred has gained popular support. MUFAP and MAAIF have continued to be involved in ADC training events. There is continued call for provision of production skills/techniques by commercial farmers.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"><b>% Done</b> 100</div> <p>The number of training events and participants exceed the LOP targets by far.</p>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time: On time</div> <div style="border: 1px solid black; padding: 2px;">Target: Over target</div> </div>	

<b>Task</b> 31      Conduct NTAE training	
<p><b>Workplan</b> 26 total LV, HV and SA training events conducted by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"><b>Planned start</b> 4/1/1999</div> <div style="float: right; border: 1px solid black; padding: 2px;"><b>Planned finish</b> 2/23/00</div>	<p><b>Progress</b> A total of 47 training events (some of them repeated) were conducted during the fifth work plan year. Close collaboration was maintained with the KARI/Banana program. Also, the IPM-Vegetable training was jointly executed by IDEA, ICIPE and KARI.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"><b>% Done</b> 100</div> <p>A total of over 235,000 participants (nearly 105,000 of whom were females) were trained during the reporting period.</p>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px;">Time: On time</div> <div style="border: 1px solid black; padding: 2px;">Target: On target</div> </div>	

<b>Task 00 Monitoring and Evaluation</b>	
<p><b>Workplan</b> Timely, necessary and sufficient information provided within budget, providing feedback to facilitate management for results over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 7/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> Close liaison has been maintained with USAID and other collaborators. AIMS was reviewed and updated, consistent with SO1 requirements. Project inputs and outputs have been monitored on a regular basis and reports produced and disseminated.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100         </div> <p>The M&amp;E guiding principle continues to be the provision of feedback to enhance managing for results.</p>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> <span><b>Time:</b> On time</span> </div> <div style="display: flex; justify-content: space-between;"> <span><b>Target:</b> On target</span> </div>	

<b>Task 10 Establish &amp; maintain monitoring system</b>	
<p><b>Workplan</b> Project monitoring data entered into system regularly over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 7/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> The M&amp;E system has been reviewed and updated to allow for consistency with SO1 requirements. Project outputs have been systematically monitored. To-date 9 semi-annual reports have been produced and disseminated.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> <span><b>Time:</b> On time</span> </div> <div style="display: flex; justify-content: space-between;"> <span><b>Target:</b> On target</span> </div>	

<b>Task 11 Review &amp; maintain AIMS</b>	
<p><b>Workplan</b> AIMS reviewed and maintained consistent with SO 1 requirements by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> AIMS was reviewed and updated, consistent with SO1 requirements. Impact indicator framework, procedures and reporting needs were reviewed and updated. In these undertaking close collaboration has been maintained with USAID.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> <span><b>Time:</b> On time</span> </div> <div style="display: flex; justify-content: space-between;"> <span><b>Target:</b> On target</span> </div>	

<b>Task 12 Monitor project outputs and success rates</b>	
<p><b>Workplan</b> Project outputs systematically monitored &amp; 2 M&amp;E reports presented by 2/23/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> Project outputs were monitored to ensure high success rates. Semi-annual reporting formats were updated to ensure conformity with the 5th annual work plan. The 8th and 9th semi-annual reports were produced and disseminated on time.</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b></p> <div style="display: flex; justify-content: space-between; margin-bottom: 5px;"> <span><b>Time:</b> On time</span> </div> <div style="display: flex; justify-content: space-between;"> <span><b>Target:</b> On target</span> </div>	

<b>Task</b>	13	Update data from secondary sources			
<b>Workplan</b>		<b>Progress</b>			
Secondary data collected and updated by 2/23/00.		The component continued to maintain close collaboration with secondary data providers. Macro indicators have been updated and reports obtained from various data sources. A study was commissioned to ascertain cross border trade and results disseminated.			
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>Planned start</b></td></tr> <tr><td>4/1/1999</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/23/00</td></tr> </table>				<b>Planned start</b>	4/1/1999
<b>Planned start</b>					
4/1/1999					
<b>Planned finish</b>					
2/23/00					
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table>		<b>% Done</b>	100	M&E has been an active participant of the committee on international trade statistics coordinated by the Bank of Uganda.	
<b>% Done</b>					
100					
<b>Status:</b>					
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>Time:</b> On time</td></tr> <tr><td><b>Target:</b> On target</td></tr> </table>		<b>Time:</b> On time	<b>Target:</b> On target		
<b>Time:</b> On time					
<b>Target:</b> On target					

<b>Task</b>	20	Conduct commodity studies			
<b>Workplan</b>		<b>Progress</b>			
Gender-disaggregated and targeted commodity studies for LV and HV crops conducted over LOP.		Commodity studies have been conducted for: maize/beans, flowers, hot pepper, apple banana, fresh beans, passion fruit, vanilla and cocoa. Some of these have been revisited. Over the past 4 years an average of 3 commodities have been conducted per year.			
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>Planned start</b></td></tr> <tr><td>7/1/1995</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/23/00</td></tr> </table>				<b>Planned start</b>	7/1/1995
<b>Planned start</b>					
7/1/1995					
<b>Planned finish</b>					
2/23/00					
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table>		<b>% Done</b>	100	These studies have been useful in assessing impacts and drawing strategies for areas of future intervention.	
<b>% Done</b>					
100					
<b>Status:</b>					
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>Time:</b> On time</td></tr> <tr><td><b>Target:</b> On target</td></tr> </table>		<b>Time:</b> On time	<b>Target:</b> On target		
<b>Time:</b> On time					
<b>Target:</b> On target					

<b>Task</b>	21	Conduct commodity studies for impact assessment			
<b>Workplan</b>		<b>Progress</b>			
3 commodity studies conducted by 2/21/00.		Three commodities, namely maize/beans (combined), cocoa and vanilla were studied during this work plan year. The studies were conducted by 3 Ugandan firms/groups of individuals. Findings were discussed and final reports disseminated.			
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>Planned start</b></td></tr> <tr><td>4/1/1999</td></tr> <tr><td><b>Planned finish</b></td></tr> <tr><td>2/21/00</td></tr> </table>				<b>Planned start</b>	4/1/1999
<b>Planned start</b>					
4/1/1999					
<b>Planned finish</b>					
2/21/00					
<table border="1" style="float: right; margin-left: 20px;"> <tr><td><b>% Done</b></td></tr> <tr><td>100</td></tr> </table>		<b>% Done</b>	100		
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<b>Time:</b> On time					
<b>Target:</b> On target					

<p><b>Task</b>            22    Undertake assessment and prepare Agribusiness Highlights</p>	<p><b>Workplan</b> 5 project intervention areas assessed and agribusiness highlights prepared by 2/23/00.</p> <p><b>Planned start</b> 4/1/1999</p> <p><b>Planned finish</b> 2/23/00</p>	<p><b>Progress</b> During the work plan year, Agribusiness Highlights were prepared and disseminated on; hot pepper, ADC's experience in Rakai district, the Rose industry and the Seed industry. The highlights presented sucess stories and lessons learned.</p> <p><b>% Done</b> 100</p>
<p><b>Status:</b>            <b>Time:</b> On time</p> <p>                          <b>Target:</b> On target</p>		
<p><b>Task</b>            30    Conduct environmental assessments</p>	<p><b>Workplan</b> Environmental assessments conducted for all clients assisted over LOP (at least 25).</p> <p><b>Planned start</b> 7/1/1995</p> <p><b>Planned finish</b> 2/23/00</p>	<p><b>Progress</b> ADC continues to look at environmental impact assessment as an essential aspect of sustainable development. With a view to strengthening its capability in this area, IDEA sent its Monitoring and Evaluation Specialist on a 4-week course to Swaziland.</p> <p>ADC continues to be an active participant in USAID-sponsored environmental assignments and collaborates well with NEMA.</p>
<p><b>Status:</b>            <b>Time:</b> On time</p> <p>                          <b>Target:</b> On target</p>		
<p><b>Task</b>            31    Conduct/update annual grower surveys</p>	<p><b>Workplan</b> 3 annual NTAE grower environmental surveys conducted and updated by 2/23/00.</p> <p><b>Planned start</b> 5/10/1999</p> <p><b>Planned finish</b> 2/23/00</p>	<p><b>Progress</b> During the work plan year, 3 commodities were assessed, namely; maize and beans (combined), cocoa and vanilla. The assessment formed part of the commodity studies undertaken by independent firms and individuals.</p> <p><b>% Done</b> 100</p>
<p><b>Status:</b>            <b>Time:</b> On time</p> <p>                          <b>Target:</b> On target</p>		

**Task** 32 Conduct environmental assessments for client firms

**Workplan**

55 total environmental assessments conducted for assisted firms by 2/23/00.

**Planned start**  
6/25/1999

**Planned finish**  
2/23/00

**Progress**

**% Done**  
80

A total of 10 additional clients were assessed, bringing to 55 the total number of clients assessed over LOP. Client environmental assessment forms have been reviewed and list updated. Checklists and forms were used.

**Status:**

**Time:** On time

**Target:** On target

To-date no formally structured survey of clients has been undertaken. Most of the assessment has been by observation.

**Task** 00 Project Management

**Workplan**  
 Project on time, on budget & on target throughout LOP. Rural men's & women's HH expend incr as fast as agric prod; rural income from NTAEs incr as fast as exports; NTAE export incr at 10%/yr over LOP.

**Planned start**  
3/1/1995

**Planned finish**  
2/23/00

**Progress**  
 Project is progressing very well and continues to exceed its LOP targets. Evaluation of IDEA recommended exercising the option to extend the project for another 4.33 years. Contract was negotiated and extended on 2/23/00 until 6/23/04.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** Over target

**Task** 10 Accelerated project start-up

**Workplan**  
 Work plan detailed, team functioning over LOP.

**Planned start**  
3/1/1995

**Planned finish**  
2/23/00

**Progress**  
 Project SOW remains unchanged. There is close collaboration with PL-480 on food security crops. Project has a saturated client portfolio.

**% Done**  
100

**Status:**  
**Time:** On time  
**Target:** On target

**Task** 11 Finalise negotiations for extension of IDEA project

**Workplan**  
 Contract amended by 8/2/99. Mobilisation completed by 2/23/00.

**Planned start**  
4/1/1999

**Planned finish**  
2/23/00

**Progress**  
 Technical evaluation of IDEA was completed in May 1999. Mission has reviewed the evaluation and Action Memo to extend IDEA was approved. Chemonics was notified and prepared technical and cost response.

**% Done**  
100

**Status:**  
**Time:** Late  
**Target:** On target

Mission negotiated and contract amendment was executed on 2/23/00.

<b>Task</b> 12      Team building/ 6th annual work plan	
<p><b>Workplan</b> Approval of 6th annual work plan, training plan, commodity procurement plan and budget by 2/1/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 1/5/00         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/1/00         </div>	<p><b>Progress</b> Future activity, planned for April 2000. Activity was delayed pending contract extension.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <b>% Done</b> 0         </div>
<p><b>Status:</b>      <b>Time:</b> Late</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div> <p>                  <b>Target:</b> Under target</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div>	

<b>Task</b> 20      Contract administration set up	
<p><b>Workplan</b> ISC meetings are being held regularly and contract compliance reports are being submitted as scheduled over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> Two ISC meetings held. ISC members provided input to IDEA evaluation.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div> <p>                  <b>Target:</b> Under target</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div>	

<b>Task</b> 21      Contract administration and reporting	
<p><b>Workplan</b> ISC meetings held, office manual and employee hand book updated, monthly vouchers submitted and quarterly and semi-annual reports submitted by 2/22/00.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 4/1/1999         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/22/00         </div>	<p><b>Progress</b> Invoices have been submitted on monthly basis. Eighth semi-annual/end of 4th year progress report submitted in April 1999. Ninth semi-annual progress report submitted in October 1999.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div> <p>                  <b>Target:</b> On target</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div>	

<b>Task</b> 30      ADC operationalized & promoted	
<p><b>Workplan</b> LV and HV commodity and geographic focus reviewed by ISC; ADC brochures produced and continued engagements with collaborators (APDF, PCVs, VOCA) over LOP.</p> <div style="float: right; border: 1px solid black; padding: 2px; margin-bottom: 5px;"> <b>Planned start</b> 3/1/1995         </div> <div style="float: right; border: 1px solid black; padding: 2px;"> <b>Planned finish</b> 2/23/00         </div>	<p><b>Progress</b> Geographic and commodity focus remains unchanged. PCV activity suspended in Uganda. Reduced demand for VOCA engagements. Collaboration with PL-480 has increased under LV.</p> <div style="border: 1px solid black; padding: 2px; margin-top: 10px;"> <b>% Done</b> 100         </div>
<p><b>Status:</b>      <b>Time:</b> On time</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div> <p>                  <b>Target:</b> On target</p> <div style="border: 1px solid black; width: 150px; height: 15px; margin: 2px auto;"></div>	

<b>Task</b> 31      Promote the ADC	
<b>Workplan</b> LV and HV commodity & geographic focus reviewed by ISC and on-going engagements with collaborators (APDF, PCVs, VOCA, etc) by 2/22/00.	<b>Planned start</b> 4/1/1999  <b>Planned finish</b> 2/22/00
<b>Progress</b> Geographic and commodity focus remains unchanged. Low impact commodities are receiving less attention. Demand for ADC services continues to expand.	<b>% Done</b> 100
<b>Status:</b>	<b>Time:</b> On time
	<b>Target:</b> On target



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Annex 5  
Time Lines for Project Management

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## **EXPLANATORY NOTES ON TIME LINES (Annex 5)**

Each page is made up of three parts. The left side gives the description of each task which is either at the LOP level ( marked at Output \_\_\_\_ ) or annual level (indicated as objectives 1, 2, etc.). Under each objective are specific tasks which together lead to the achievement of the objective. At the end of every objective is a benchmark, indicating when a specific deliverable or level of performance would be attained.

The middle part of the timeline indicate percent of task completed (marked as “% complete”) as of March 31, 1999. The percent complete ranges from 0 to 100.

The right side of the timeline indicates when a task commenced and when it ended (or is expected to commence and end). For every task there are planned commencement and completion dates (based on the work plan) shaded with white and black vertical strips. The actual commencement and completion dates are marked with dark shadings. For every task, the percent done is indicated by black shading on the progress bar. At the end of every objective, there is a milestone which gives dates for completion of the objective. Benchmark are indicated by use of “milestone” (i.e. diamond-shaped marks) which are either white (for baseline dates) and dark (for progress dates). At the objective level is a summary task (marked baseline summary and summary). This gives the duration of the objective in question.

Whenever the commencement and completion dates for the baseline and the task coincide, the baseline prevails. Similarly, whenever the planned and the actual tasks have the same benchmark dates only the baseline milestone shows up. The portion of the task completed is marked with a dark shade.

At the bottom of the page are keys which help to distinguish the various parts highlighted above- baseline, progress, tasks, milestones and summary bars.

Task Name

### Component One: Low Value Crop Production

% Complete

1999

Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May

High and low input technology packages for maize and beans developed and demonstrated at 6 sites per year reaching 1,800 farmers and extension agents (Output 1b)

Objective 1: Assist in defining, refining, implementing & monitoring of national maize and bean programs

Evaluate progress reports of 1998 activities

Monitor 1999 implementation

Receive reports of 1999 activities

Assist in developing and finalize 2000 research programs

Continue to promote new variety introductions

Strengthen capacity for breeder seed maintenance

**Benchmark: 1999 research programs monitored and 2000 program approved**

96%

100%

100%

0%

100%

100%

100%

95%

Objective 2: Update technology packages with output from research trials

Incorporate findings into field technical bulletins

Update and complete commercial farm production guidelines

**Benchmark: Updated commercial production & management hand book produced & disseminated**

100%

100%

100%

100%

Task

Rolled Up task

Task Progress

Rolled Up Progress

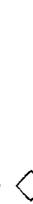


Baseline

Rolled Up Baseline

Milestone

Baseline Milestone

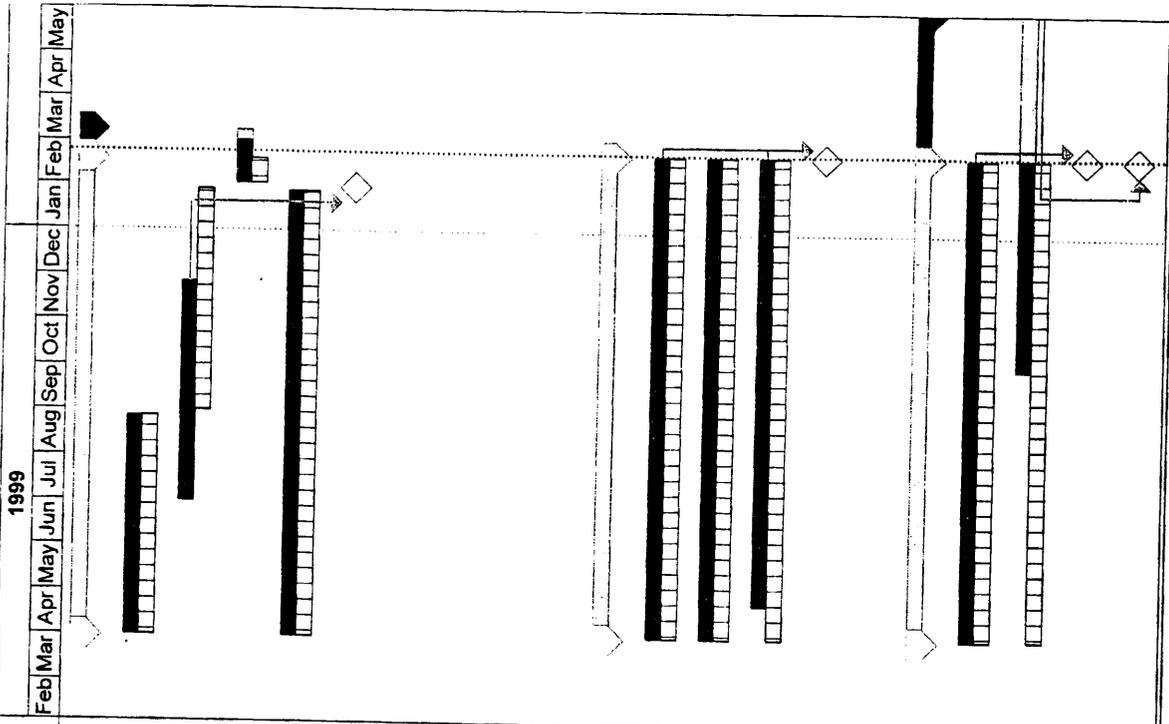


Summary

Baseline Summary



Project:  
Date: 2/23/00



Task Name	% Complete
<b>Objective 3: Demonstrate technology packages for the 1999/2000 seasons</b>	99%
Monitor 1999 A season demonstration work	100%
Implement 1999 B season demonstration work	100%
Facilitate 2000 A season demonstration work	80%
Develop alternative demonstration linkages through the private sector and adopters	100%
<b>Benchmark : At least 100,000 farmers exposed to improved technologies</b>	99%
<b>Exporters will be able to initiate or expand NTAE activities as measured by assisting 25 exporters over the life of project (Output 2)</b>	
<b>Objective 4 : Maintain assistance to current clients</b>	100%
Continue support to export oriented client groups and traders	100%
Continue support to input supply wholesalers, distributors and stockists	100%
Continue supporting Community Based Marketing activities	100%
<b>Benchmark : Assistance maintained to at least 5 active exporter companies</b>	100%
<b>Objective 5: Provide TA for additional commodity developments</b>	82%
Continue research efforts on export oriented bean types	100%
Shift sesame work to Serere	55%
<b>Benchmark: 3 promising new bean varieties incorporated in advanced varietal trials (AYT)</b>	100%
<b>Benchmark: 2 seasons of research conducted on sesame at Serere</b>	55%

Project:  
Date: 2/23/00

Task  
Rolled Up task  
Task Progress  
Rolled Up Progress

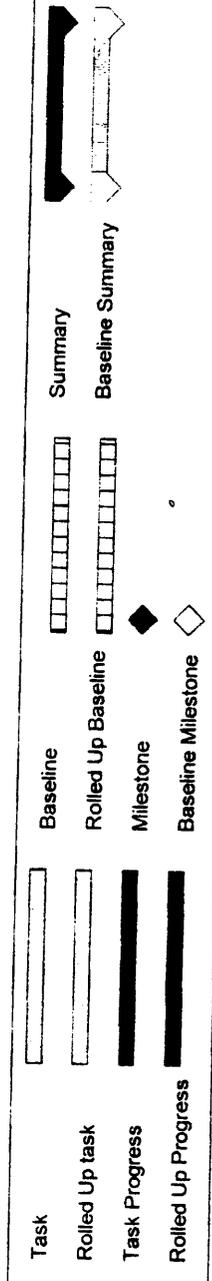
Baseline  
Rolled Up Baseline  
Milestone  
Baseline Milestone

Summary  
Baseline Summary





Task Name	% Complete	1999															
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Objective :0: Input supply intervention	100%	[Gantt chart showing 100% completion from Feb to May]															
Maintain ATAIN stockist numbers at maximum under present guarantee support	100%	[Gantt chart showing 100% completion from Feb to May]															
Emphasize TA support to 2 new distributors and continue to work with established distributors	100%	[Gantt chart showing 100% completion from Feb to May]															
Seek support for expansion of ATAIN	100%	[Gantt chart showing 100% completion from Feb to May]															
Leverage ADC expertise by working with other donor groups to expand stockist activity	100%	[Gantt chart showing 100% completion from Feb to May]															
<b>Benchmark : 5 distributors &amp; at least 150 rural stockists benefit from ADC support in 10 districts</b>	100%	[Gantt chart showing 100% completion from Feb to May]															



Project:  
Date: 2/23/00

Task Name

## Component Two: High Value Export Crop Development

1999

Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr

% Complete

### 15 high value crop research contracts completed (Output 1a)

#### Objective 1: Complete 10 current trials

Advise on implementation and completion of trials

#### Complete final reports:

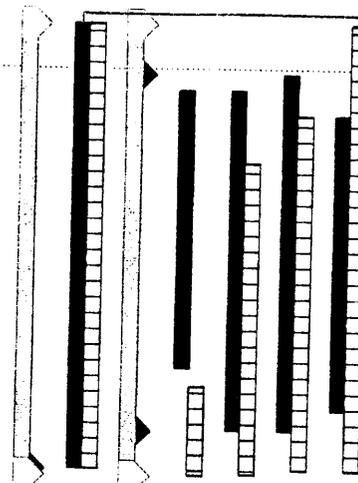
Three floriculture trials

Three fresh produce trials

Two spice trials

Two essential oil trials

100%  
100%  
100%  
100%  
100%  
100%  
100%  
100%



#### Benchmark: 15 total research trials completed

#### Objective 2: Initiate and maintain 3 more research trials

#### Cocoa varietal screening and IPM trials:

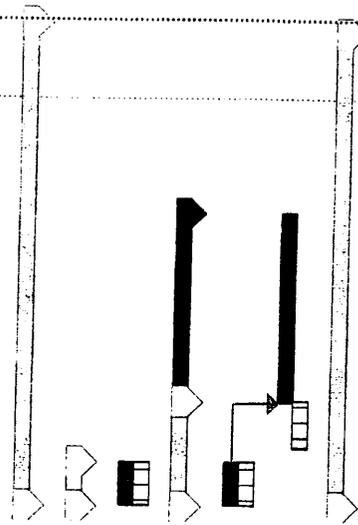
Agree and initiate scope of work

#### Rose varietal testing:

Agree on scope of work and identify farms

Initiate trials

95%  
100%  
100%  
100%  
100%  
100%  
84%  
100%



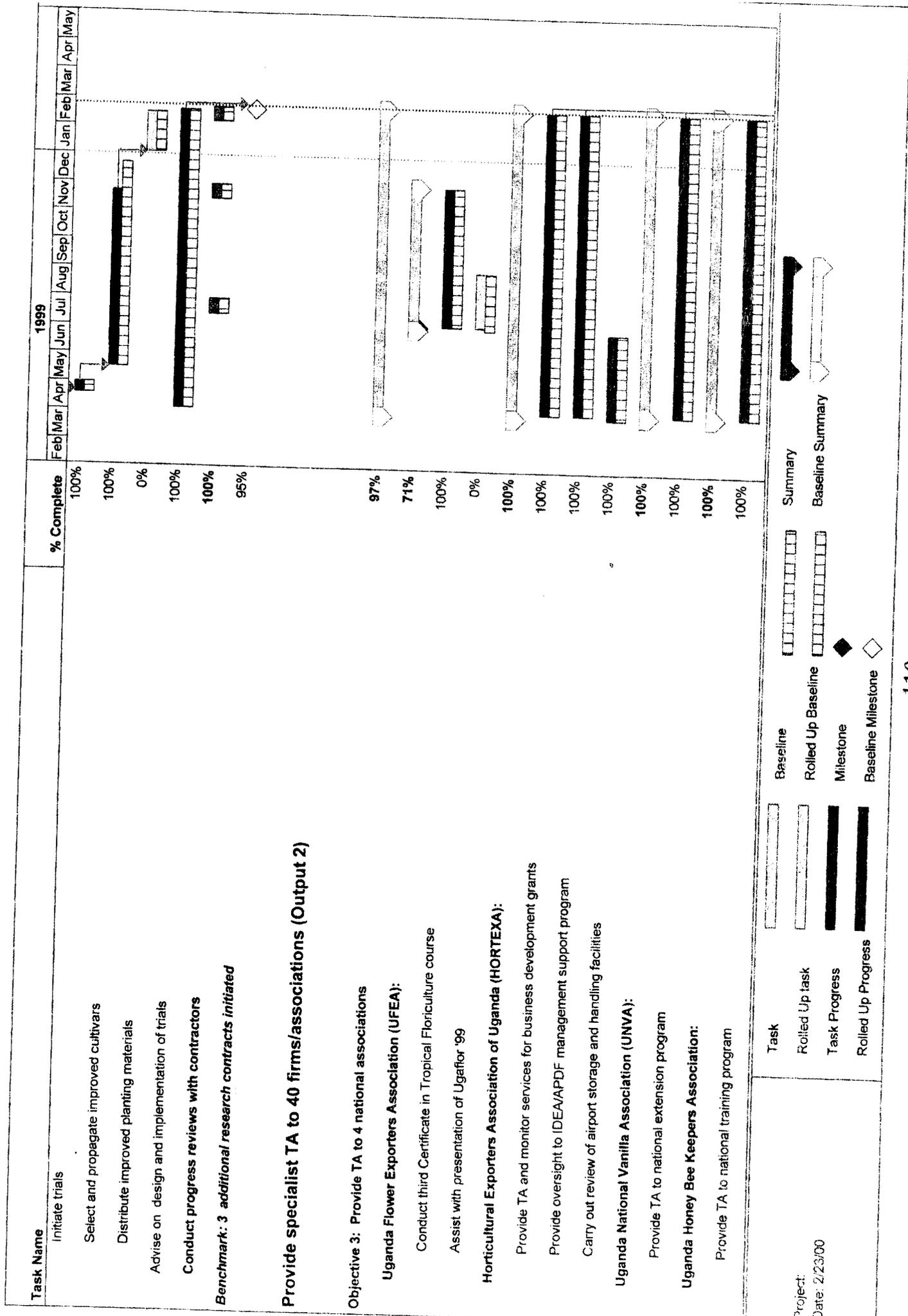
#### Characterisation of "Kawanda Hybrid" passion fruit cultivars:

Agree on scope of work and identify farms

Summary

Project:  
Date: 2/23/00

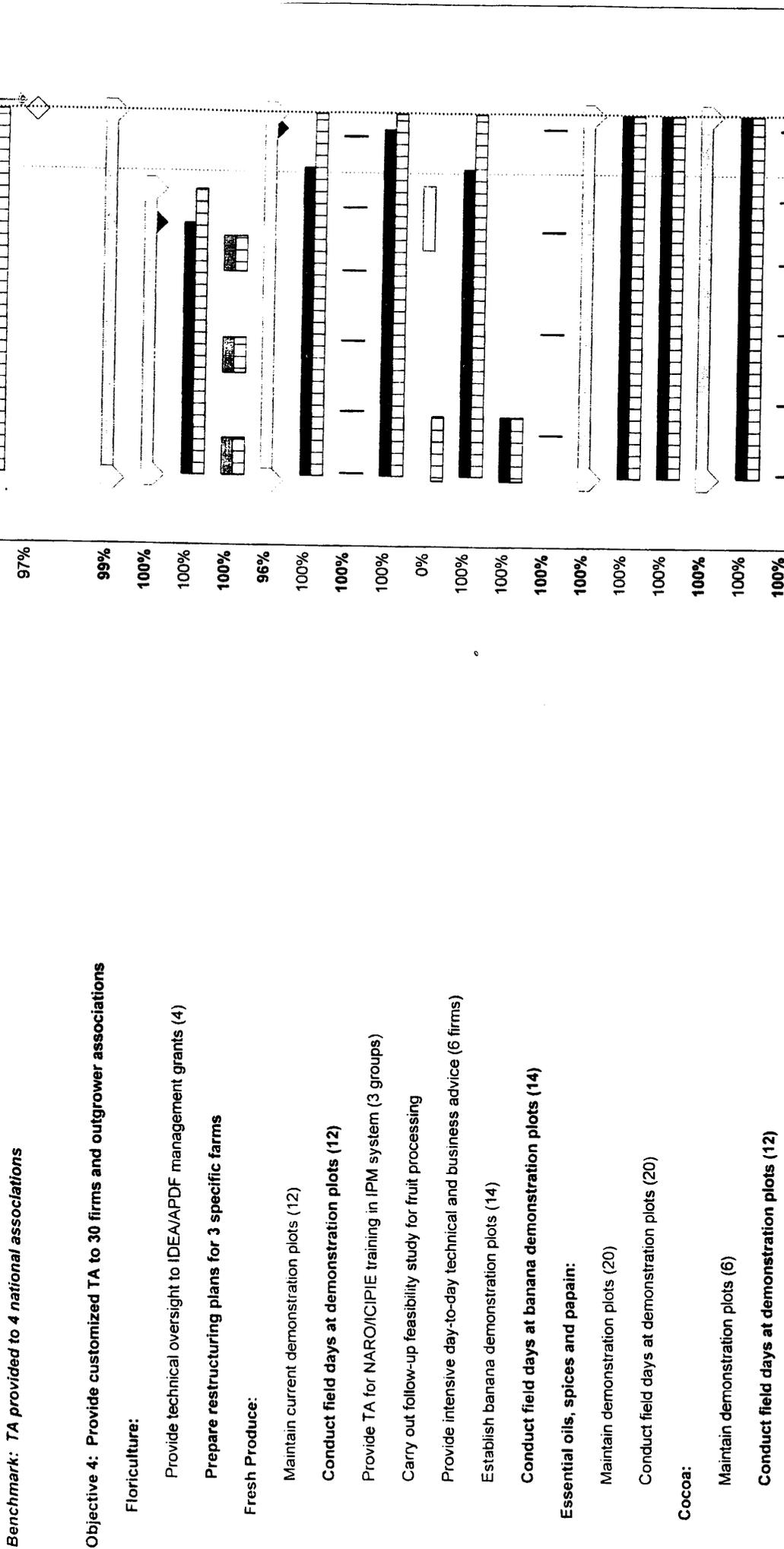




1999  
 Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May

% Complete

100%  
 97%  
 99%  
 100%  
 100%  
 100%  
 96%  
 100%  
 100%  
 100%  
 0%  
 100%  
 100%  
 100%  
 100%  
 100%  
 100%  
 100%  
 100%  
 100%



Task: [ ]  
 Rolled Up task: [ ]  
 Task Progress: [ ]  
 Rolled Up Progress: [ ]

Baseline: [ ]  
 Rolled Up Baseline: [ ]  
 Milestone: [ ]  
 Baseline Milestone: [ ]

Summary: [ ]  
 Baseline Summary: [ ]

Project:  
 Date: 2/23/00

Task Name

Benchmark: TA provided to 30 total firms/associations

% Complete  
100%

1999

Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May

**Information on HV commodities collected and disseminated (Output 4a)**

Objective 5: Distribute market information

Review and upgrade weekly price bulletin

Provide customized market information to clients

Benchmark: Improved MKIS operating & clients receiving focused market information

Objective 6: Upgrade current commercialisation bulletins

Revise floriculture bulletins (2)

Revise fresh produce bulletins (7)

Revise spice and essential oil bulletins (4)

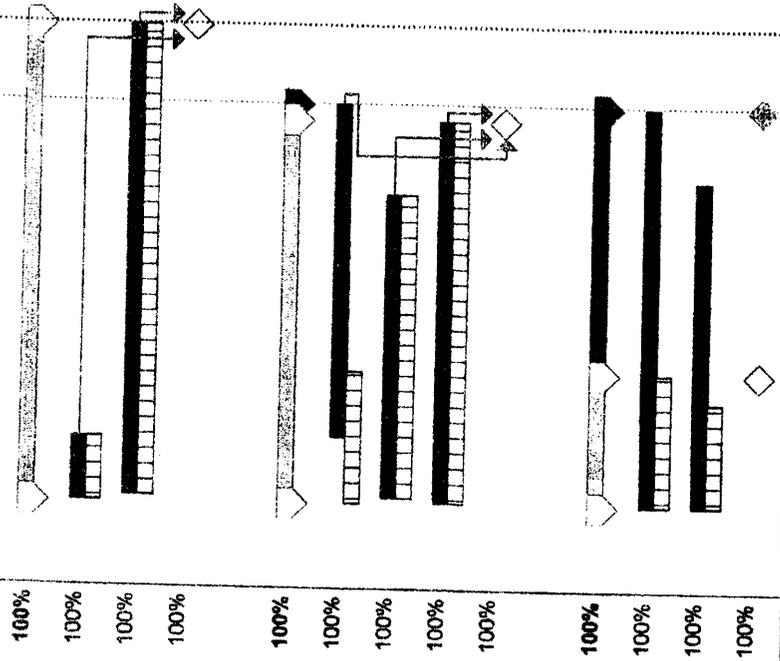
Benchmark: 13 HV commercialisation bulletins upgraded and disseminated

Objective 7: Produce two additional extension manuals

Complete banana extension manual

Complete new cocoa extension manual

Benchmark: Two new extension manuals completed



Task		Baseline		Summary	
Rolled Up task		Rolled Up Baseline		Baseline Summary	
Task Progress		Milestone			
Rolled Up Progress		Baseline Milestone			

Object: 2/23/00

Task Name

Objective 8: Carry out 10 additional market contact visits

Inward visits of flower buyers

Ugandan flowers promoted in Europe

Inward visits of fresh produce buyers

Ugandan fresh produce promoted in Europe

Inward visits of spice buyers

Benchmark: At least 10 focused market contact visits completed

1999

Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May

% Complete

100%

100%

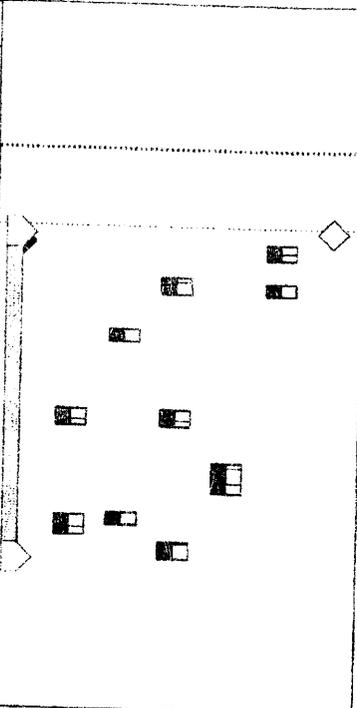
100%

100%

100%

100%

92%



Task

Rolled Up task

Task Progress

Rolled Up Progress

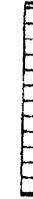
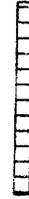


Baseline

Rolled Up Baseline

Milestone

Baseline Milestone



Summary

Baseline Summary



Project:

Date: 2/23/00

Task Name

### Component 3: Business and Financial Linkages

50 firms receive one-on-one assistance with business planning and financial contacts (Output 3a)

**Objective 1: Maintain existing business services/contacts w/ existing & new clients**

Maintain contact w/ collaborators and clients, through loan applications, business/operating plans, CAF, training, focus clients etc.

With other components, work on project extension plan

**Benchmark: 10 previous and 5 new clients assisted**

**Objective 2: Complete business (finance)/operating (efficiency) plans**

Assist LV/HV clients when requested

Assist clients through CAF/APDF

Assist clients with implementation of previously completed plans

**Benchmark: 10 clients receive business/operating plan assistance**

**Objective 3: Mediate financing for clients**

Follow up clients' loan applications pending with banks

Identify new/additional client financing needs

Package loan requests

Project:

Date: 2/23/00

1999  
Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May

% Complete

100%

100%

100%

100%

100%

100%

100%

100%

100%

100%

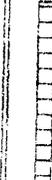
100%

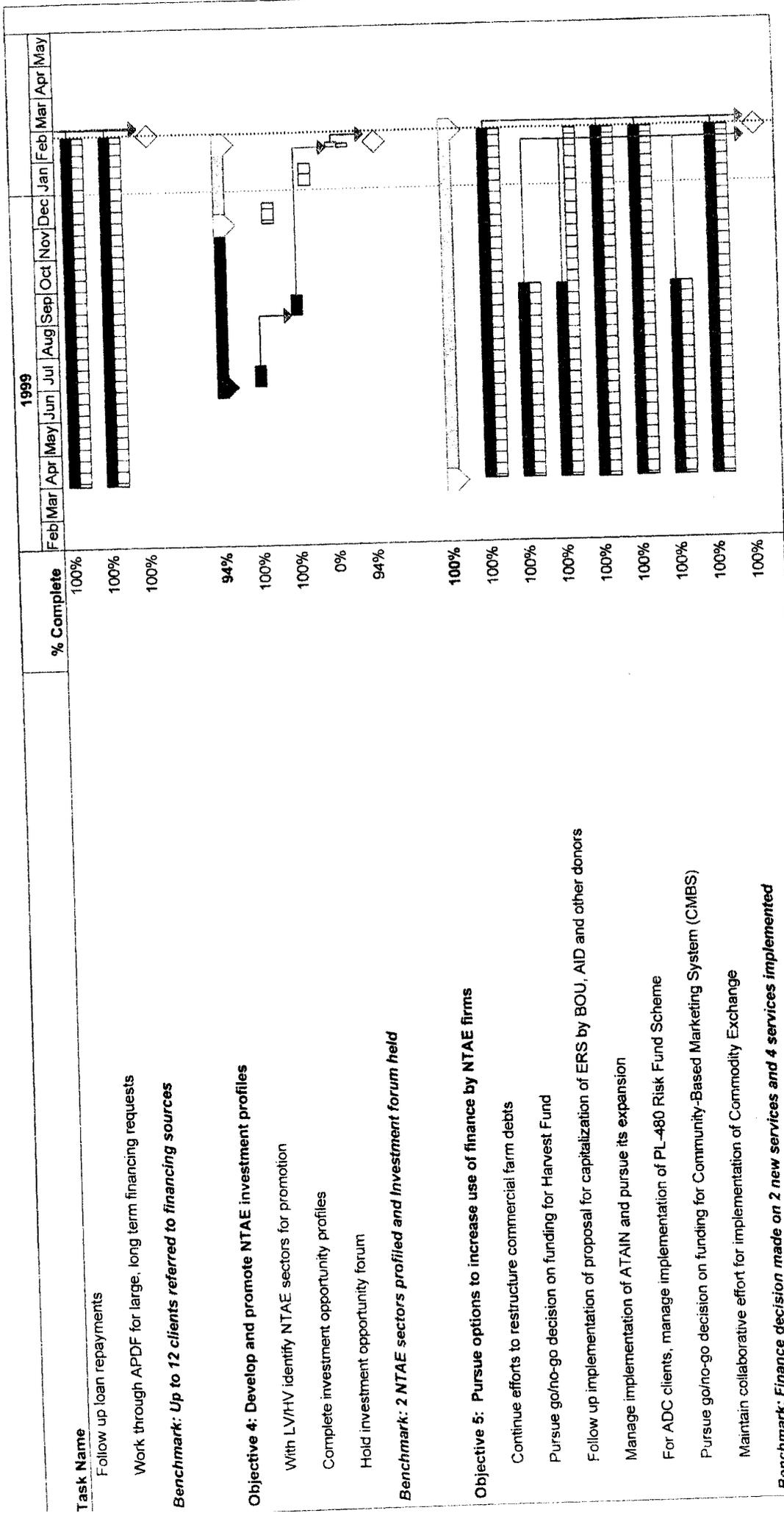
100%

100%

Summary

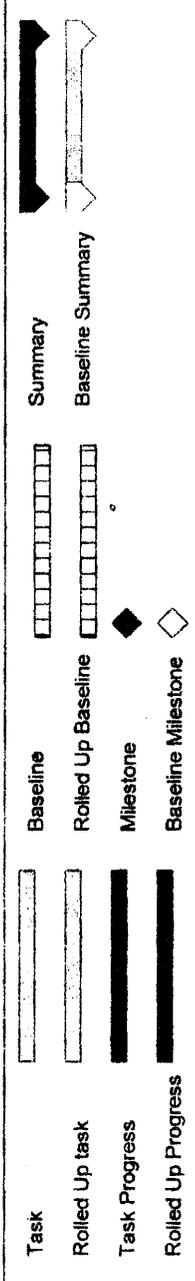
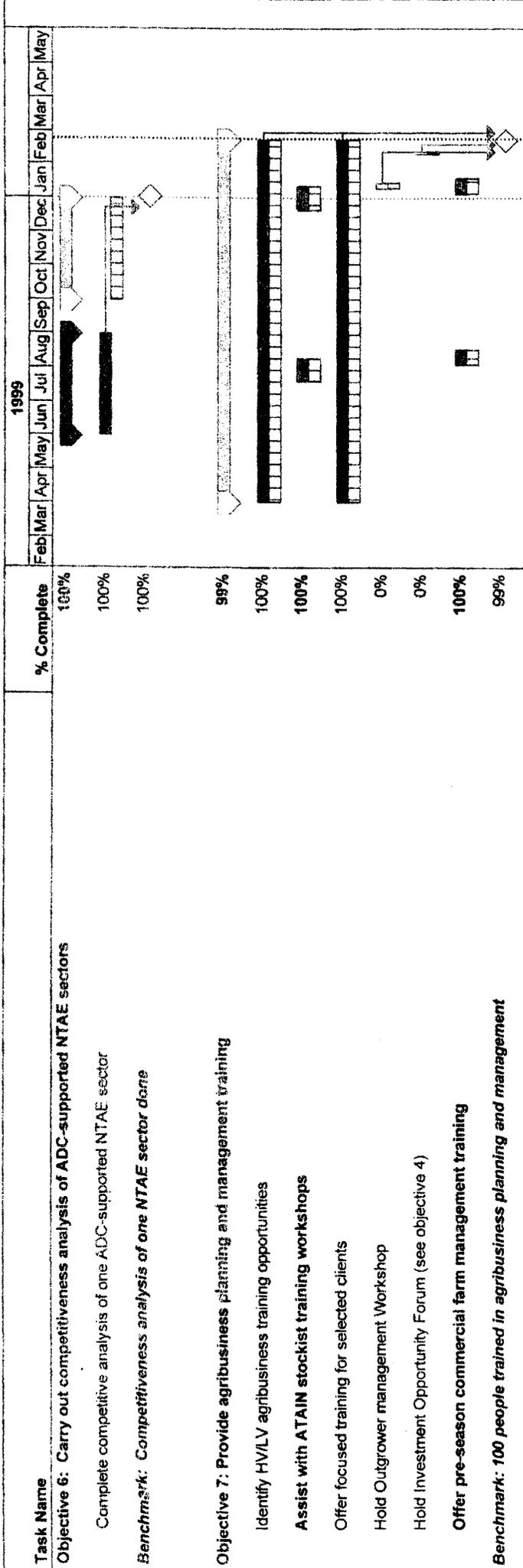
Baseline Summary





Task  
 Rolled Up task  
 Task Progress  
 Rolled Up Progress  
 Baseline  
 Rolled Up Baseline  
 Milestone  
 Baseline Milestone  
 Summary  
 Baseline Summary

Project:  
 Date: 2/23/00



Project:  
Date: 2/23/00

1999															
Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May

% Complete	
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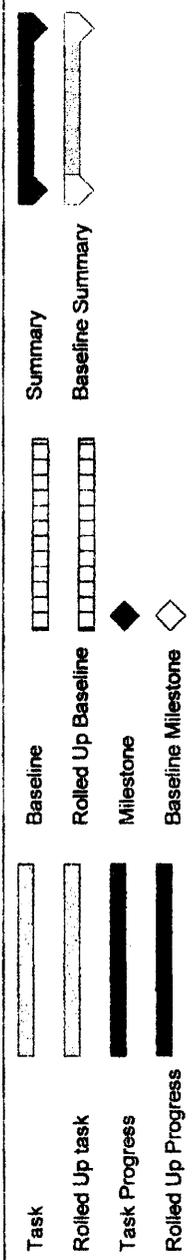
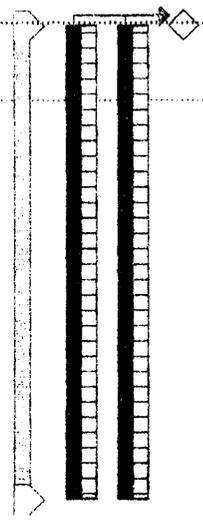
**Strengthening Associations**

Six to ten associations strengthened (Output 6a); Associations conduct 7-10 studies on policy/regulatory issues and discuss findings with the GOU (Output 6b)

Objective 1: Maintain contact with relevant associations and provide specific assistance that strengthens associations as vehicle for reaching NTAE membership

- Respond to association needs as identified
- Assist with policy analysis, as required

Benchmark: Eight engagements completed with 6 associations



Project:  
Date: 2/23/00

% Complete

**Component Five: Education and Training**

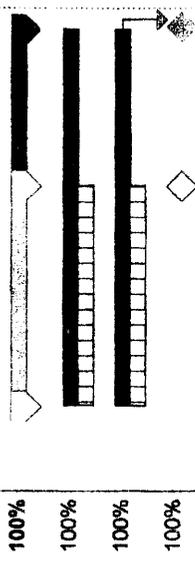
**Strengthening MU/FAF (3 depts.) in NTAE (Output 7a)**

**Objective 1: Continue implementing U.S. participant M.S. training program**

Continue monitoring progress of enrolled M.S. candidates

Process graduand returnees

**Benchmark: 1 M.S. graduate returns to Uganda**



**60 NTAE student internships (Output 7b)**

**Objective 2: Implement NTAE internship program in conjunction with MU**

Continue promotion of internship program

Continue identification of employers/cooperators

Continue soliciting student interns - '99

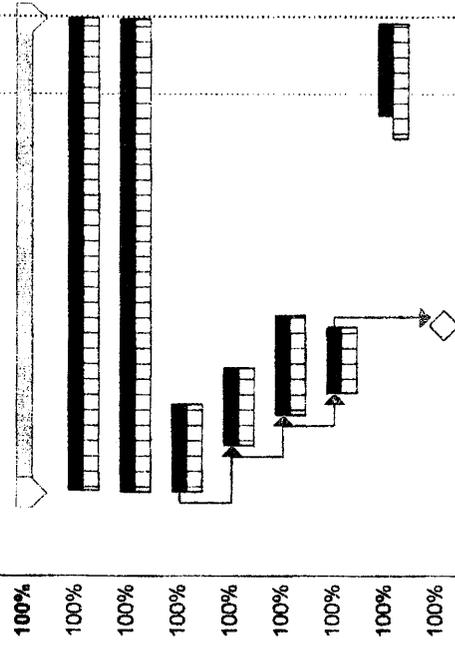
Evaluate and short list interns

Arrange employer/student interviews

Place successful interns

Continue soliciting student interns - 2000

**Benchmark: Up to 20 NTAE student interns placed**

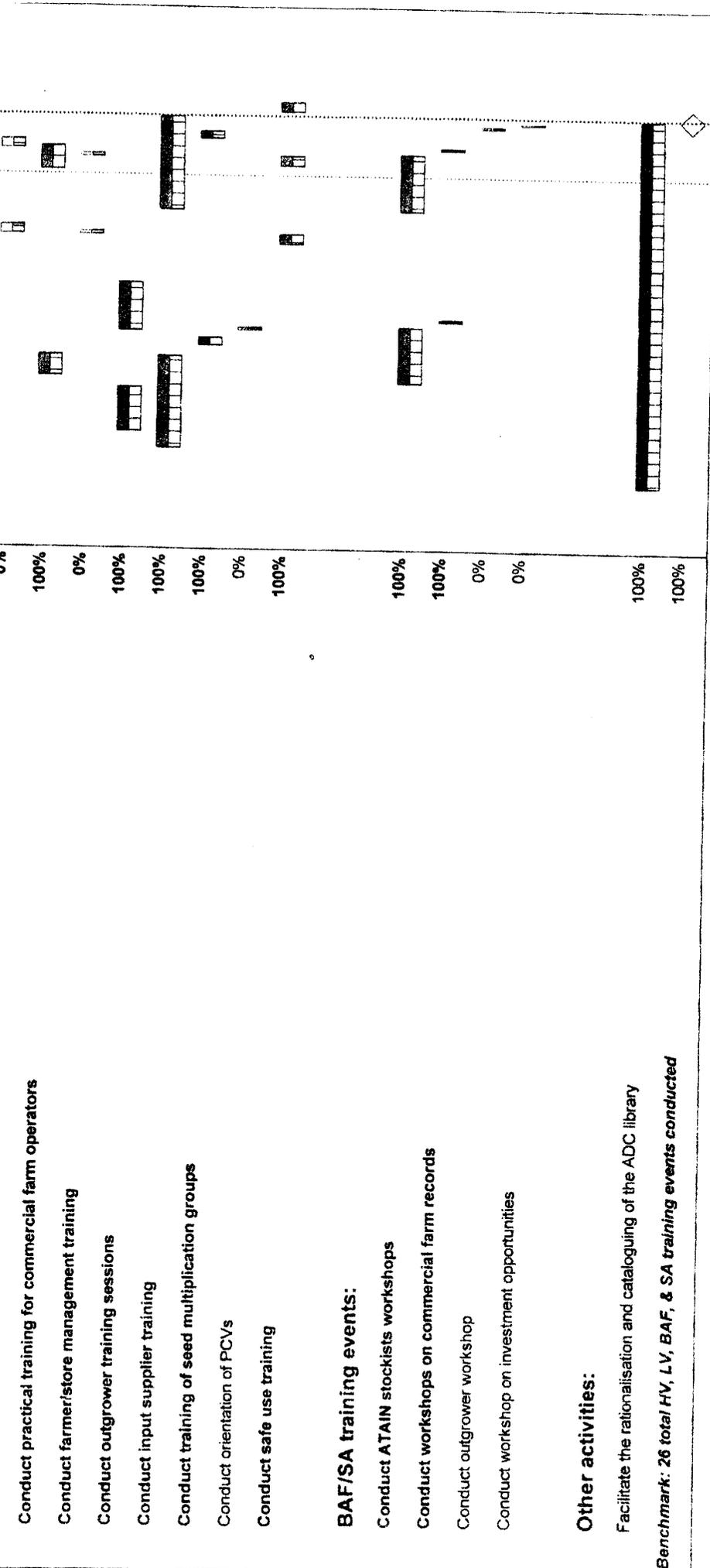


	Task		Baseline		Summary
	Rolled Up task		Rolled Up Baseline		Baseline Summary
	Task Progress		Milestone		
	Rolled Up Progress		Baseline Milestone		

Project:  
Date: 2/23/00

Task Name	1999															
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>750 trained over LOP (Output 7c)</b>																
<b>Objective 3: Conduct HV, LV, BAF, &amp; SA training events</b>																
<b>HV training events:</b>																
Supervise vanilla demonstrations	93%															
Conduct applied floriculture training	100%															
<b>Supervise cocoa training programs</b>	100%															
Conduct fresh produce training sessions	100%															
Conduct papain training sessions	0%															
Supervise chilli training sessions	100%															
Coordinate UGAFLO '99	0%															
Conduct honey training sessions	100%															
Supervise banana training	100%															
Conduct training on code of practice	100%															
<b>LV training events:</b>																
Conduct maize and beans research workshops	100%															
Conduct field demonstration activities	100%															
Conduct mid-season review workshops for district coordinators, PCVs and IFOs	100%															
Conduct end of season/pre-harvest workshops for district coordinators, PCVs and IFOs	100%															

Project:  
Date: 2/23/00



Task

Rolled Up task

Task Progress

Rolled Up Progress

Baseline

Rolled Up Baseline

Milestone

Baseline Milestone

Summary

Baseline Summary

Project:  
 Date: 2/23/00

% Complete

**Component Six: Monitoring, Evaluation, and Assessment**

**Establish and maintain monitoring system (Output 8)**

**Objective 1: Review and maintain monitoring system**

- Liaise with USAID on SO 1 reporting needs
- Review reporting needs for monitoring and impact assessment
- Review impact indicator framework and system
- Revise procedures and templates to integrate M&E efforts

**Benchmark: AIMS is reviewed and maintained consistent with SO 1 requirements**

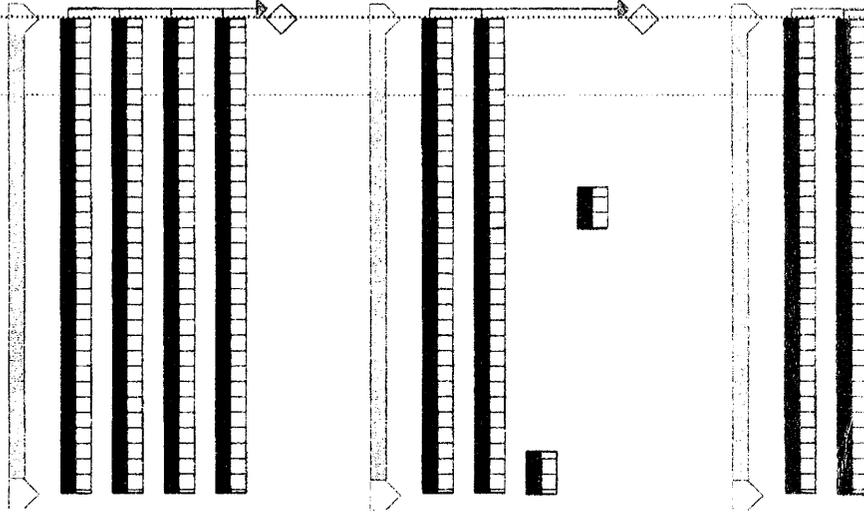
**Objective 2: Systematic monitoring of project outputs and success rates**

- Review outputs against targets for each component
- Review and modify semi-annual reporting format
- Prepare eight semi-annual progress report
- Prepare ninth semi-annual progress report

**Benchmark: Project outputs systematically monitored & 2 M&E reports presented**

**Objective 3: Update M&E data from secondary sources**

- Maintain contacts established and identify new areas of collaboration
- Review data collection formats and establish frequency of collection



Task: [ ]  
 Rolled Up task: [ ]  
 Task Progress: [█]  
 Rolled Up Progress: [█]

Baseline: [ ]  
 Rolled Up Baseline: [ ]  
 Milestone: [◆]  
 Baseline Milestone: [◇]

Summary: [ ]  
 Baseline Summary: [ ]

Project:  
 Date: 2/23/00

**Task Name**

Update data, prepare briefs and disseminate information

**Benchmark: Secondary data collected and updated**

**% Complete**

100%

100%

**Conduct gender-disaggregated targeted commodity studies (Output 8)**

**Objective 4: Conduct commodity studies for impact assessment**

Design studies to describe producer/export chain in NTAE subsector

Select indicators, commodities, and respondents

Conduct series of commodity studies

**Benchmark: 3 commodity studies conducted**

**Objective 5: Assess project interventions & prepare Agribusiness Highlights**

Design procedures to assess project's interventions

Select project initiatives, areas of intervention, indicators, commodities, and clients

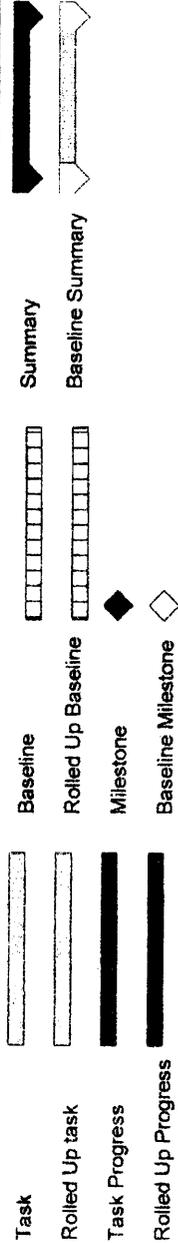
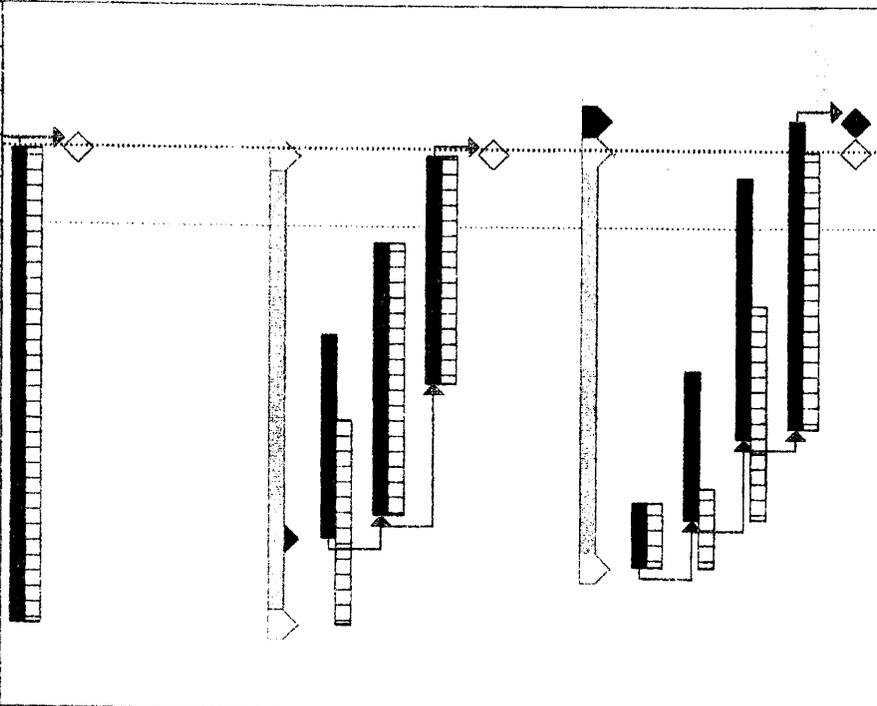
Conduct series of targeted assessments

Prepare and disseminate a series of Agribusiness Highlights

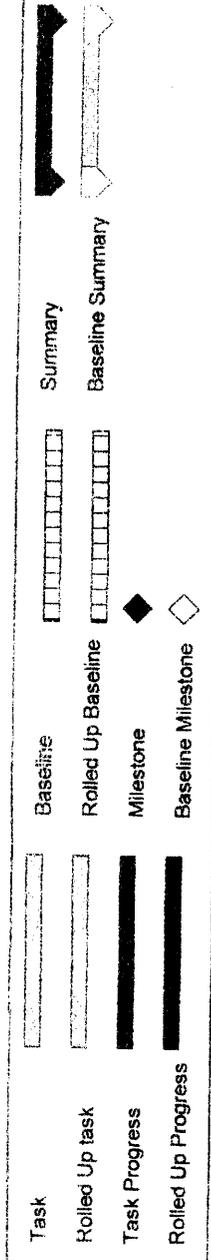
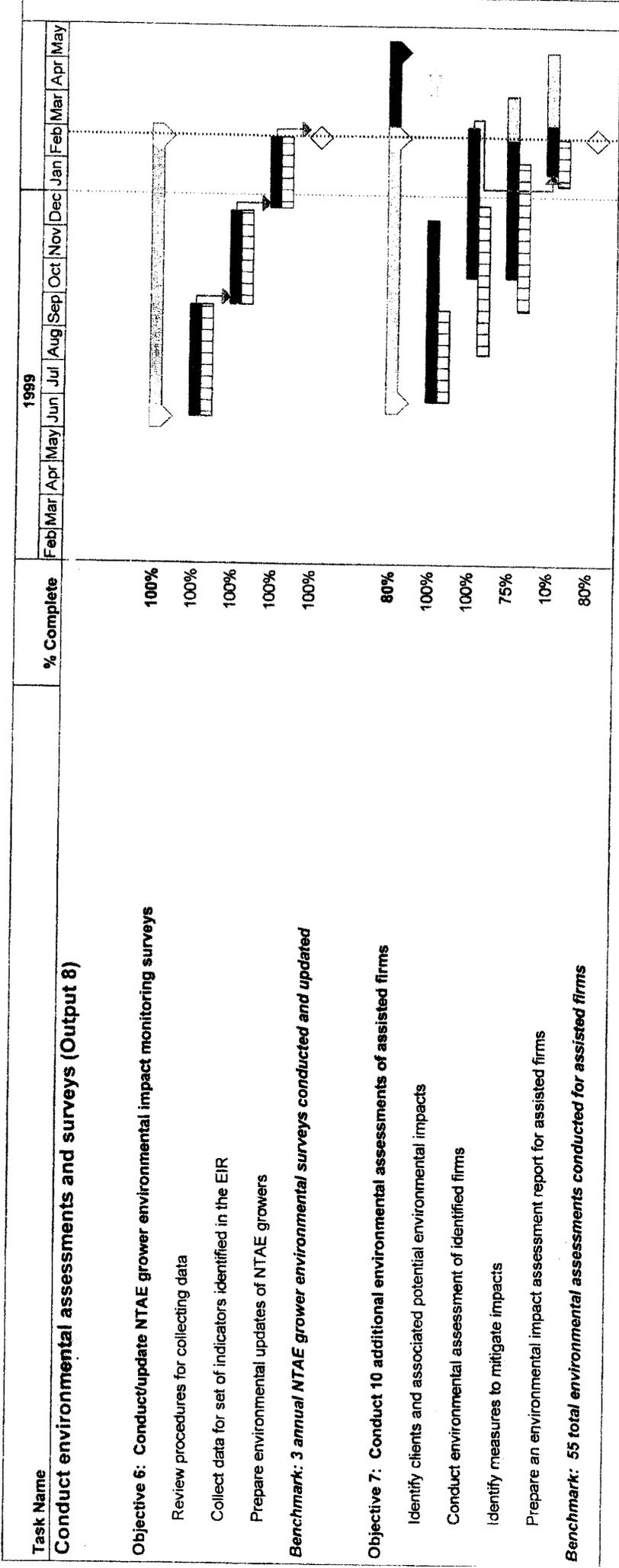
**Benchmark: 5 project intervention areas assessed and Agribusiness Highlights prepared**

1999

Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May



Project:  
Date: 2/23/00



Project:  
Date: 2/23/00

Task Name

### Component Seven: Project Management

1999

Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | Ma

**Objective 1: Finalise negotiations for extension of IDEA project through June 2004**

Review evaluation report with USAID

89%

Prepare technical and cost response

100%

Exercise contract extension option

100%

Mobilise personnel and resources for start of 6th year

100%

**Benchmark: Contract amended**

0%

**Benchmark: Mobilisation completed**

100%

**Objective 2: Team building/6th annual work plan**

Workshop conducted at ADC offices

0%

ISC input to and approval of work plan

0%

**Benchmark: Approval of 6th annual work plan by ISC**

0%

**Benchmark: Approval of training plan**

0%

**Benchmark: Approval of commodity procurement plan**

100%

**Benchmark: Approval of budget**

0%

**Objective 3: Contract administration and reporting**

Liaison with USAID, HO, ISC, Subs, PCV, APDF, GoU, etc

Update procedures and personnel policies

100%

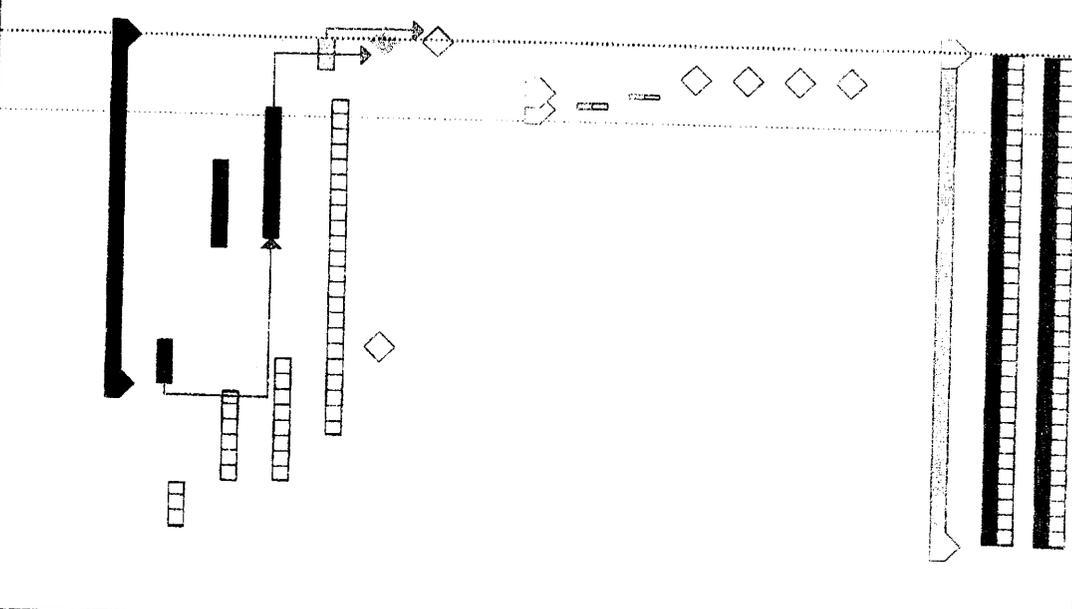
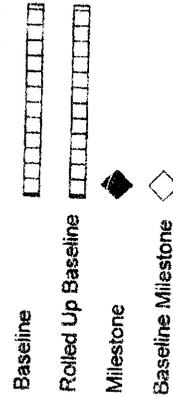
100%

100%

Task

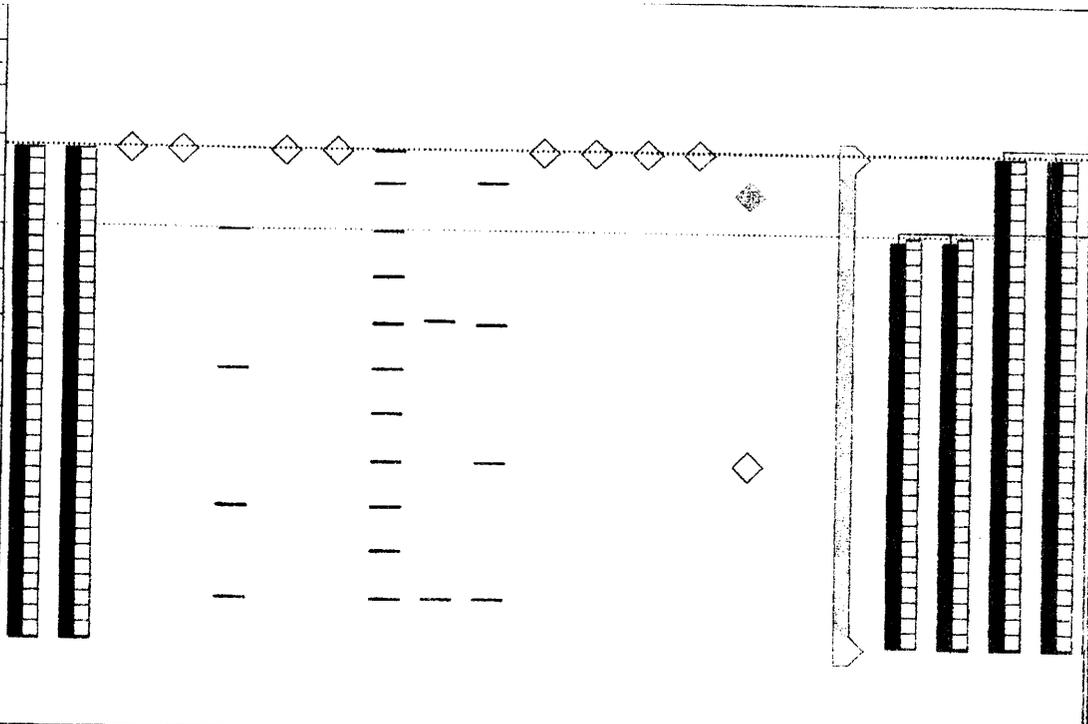
Project:

Date: 2/23/00



1999  
 Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr Ma

% Complete



100%  
 100%  
 100%  
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 100%

Task Name  
 Approvals of STTA

Submit contract compliance reports  
**Benchmark: Expat. vehicle registration/third party insurance documented**  
**Benchmark: Expat. resident status confirmed**  
**Benchmark: ISC meetings held**  
**Benchmark: Office procedures manual updated**  
**Benchmark: Local employee hand book updated**  
**Benchmark: Monthly vouchers submitted**  
**Benchmark: Semi-annual progress reports submitted**  
**Benchmark: Quarterly financial reports submitted**  
**Benchmark: Audits of project-financed activities completed**  
**Benchmark: Procurement/ receiving/inventory/marketing completed**  
**Benchmark: STTA reports completed**  
**Benchmark: Results Team meetings attended**  
**Benchmark: COP attends Chemonics COP Conference**  
  
**Objective 4: Promote the ADC**  
 Review and prioritize commodity-specific support  
 Review and prioritize geographic focus  
 Review selection criteria for beneficiaries of project assistants  
 Undertake cost-sharing agreements/grants management

Task  
 Rolled Up task  
 Task Progress  
 Rolled Up Progress

Baseline  
 Rolled Up Baseline  
 Milestone  
 Baseline Milestone

Summary  
 Baseline Summary

Project:  
 Date: 2/23/00

125

Task Name	% Complete	1999															
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
On-going engagement of collaborators (APDF, PCVs, VOCA)	100%	[Progress bar: 100% complete]															
Benchmark: LV and HV commodity priority reviewed by ISC	100%	[Progress bar: 100% complete]															
Benchmark: LV and HV geographic focus reviewed by ISC	100%	[Progress bar: 100% complete]															
Benchmark: On-going engagements of collaborators (APDF, PCVs, etc)	100%	[Progress bar: 100% complete]															

Project: \_\_\_\_\_  
Date: 2/23/00

Task		Baseline		Summary	
Rolled Up task		Rolled Up Baseline		Baseline Summary	
Task Progress		Milestone			
Rolled Up Progress		Baseline Milestone			



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**Annex 6**  
**ADC Client Portfolio**

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## Active LV Clients Portfolio

#	Status	Name	Description	Activity category
1	Current	Multi Purpose Training and Employment Association	Village-based marketing system - buying quality. Manager training. USAID grant activated over 1,200 mt of maize procured	Marketing
2	Current	Magric Uganda Limited	Linkage with MTEA/Kamuli marketing programs	Marketing of grain
3	Current	Commodity Exports International	Linkage with MTEA/Kamuli/Kasese marketing programs	Marketing
4	Current	UNFA Kasese	Grant from PL-480 in place - extension system and marketing linkages	Production, Marketing
5	Current	Lira Millers	Liaison with international commodity brokers	Marketing
6	Current	Sukura Agro Inputs	2 VOCA volunteers addressing management/records. Wholesaler linkages locally and regionally.	Input supply
7	Current	Bugangaizi Farmers Association	Bean seed multiplication grant for production of white haricot bean for export.	Production
8	Current	UJIMA Network	Assisted in developing grain marketing system through STTA	Marketing
9	Current	Tilda Rice Scheme	Advised on upland cropping pattern to include, maize, beans, soya, groundnuts, upland rice and pigeon peas.	Production, Marketing
10	Current	Uganda Seed Project	Continuation of weekly promotional radio programs highlighting seed as part of technology packages.	Marketing
11	Current	Sango Bay Estates	Advised on upland cropping pattern to include maize and upland rice.	Production
12	Current	Ladhani Industries	Advised on cropping pattern to include seed crops for Uganda Seed project.	Production
13	Current	Duetch Forst Consult	Advised on cropping practice - commercial maize.	Production
14	Current	Uganda Cooperative Alliance, Masindi	Village-based marketing system - Liaison with UCA HO plus training	Marketing
15	Current	Kamuli Produce Agents	Village-based marketing system - Liaison with UCA HO plus training	Marketing
16	Current	Balton Uganda	Introduced small pack fertilizer market/ pack size/ style. Outlet links.	Input supply
17	Current	Nsanja Family Stores - Masaka	Training and market links - input supply	Input Supply
18	Current	IFCD - Rakai	Seed production and marketing activity. Commercial bean production for export.	Production, Marketing

19	Current	Buwama Seed Production Program	Maize seed production on a group basis.	Production, Marketing
20	Current	Busoga Forest	Technical assistance in maize grain production	Production
21	Current	LAWODA	Technical assistance in bean and maize production on group basis	Production
22	Current	Agrico International	Technical assistance in maize grain production	Production
23	Current	Rakai Farm Supply	Training and market links in input supply	Input supply
24	Current	MyTrade	Procurement and export of grains	Marketing
25	Current	Roka Ali	Procurement and export of grains	Marketing
26	Current	Afro Kai	Procurement and export of grains	Marketing
27	Current	Kinoni Farm Produce	Technical assistance in maize production and marketing	Production Marketing
28	Current	Kisombwa Farm	Technical assistance in maize production	Production
29	Current	NASECO Seed Co	Seed production	Production
30	Current	Kabale Farmers' Association (KADIFA)	Technical assistance in climbing bean production	Production
31	Current	KREDA	Technical assistance in input supply	Input supply
32	Current	Kebisoni Elders Association	Seed production	Production
33	Current	Mubuku Growers Association	Technical assistance in maize production	Production
34	Current	Harvest Seeds	Seed trading activity	Production and marketing
35	Current	Magric Seeds	Seed trading activity	Production and marketing
36	Current	Atwoki Luka	Commercial farming activity	Production and marketing
37	Current	Kisumbwa Ranching Scheme Ltd	Commercial farming activity	Production and marketing
38	Current	Kaweesi Agro Projects Ltd	Commercial farming activity	Production and marketing
39	Current	Kaddu Enterprises	Commercial farming activity	Production and marketing
40	Current	Rhone Poulenc	Crop chemical wholesaling	Small farmer promotions
41	New	Kapchorwa Commercial Farmers	Commercial maize farming	Training and finance
42	New	Masindi Commercial Farmers	Commercial maize farming	Training and finance
43	New	Mubende Commercial Farmers	Commercial maize farming	Training and finance

44	New	Iganga Commercial Farmers	Commercial maize farming	Training and finance
45	New	Kamuli Commercial Farmers	Commercial maize farming	Training and finance

## Technical Assistance provided to Firms/Associations 1995-99

Name	Products	Type of Assistance
<b>National Associations:</b>		
1. Hortexa	All fruit & veg.	Market information, TA, research, capital grant fund for small businesses, code of practice
2. Ug. Flowers Exporters Assn.	Cut flowers, plants	Market promotion, institutional development, training, code of practice
3. Uganda Floricultural Assn.	Misc. flowers/ plants	National flower show. Assistance concluded 1998.
4. Uganda Honey Bee Keepers Association	Honey, beeswax	TA, training, market information
5. Ug. National Vanilla Assn.	Vanilla	Training, market information and promotion, TA
6. Ug. Cocoa Association	Cocoa	TA, training, institutional development
<b>Local associations</b>		
7. Bwindi Passion Fruit Farmers	Passionfruit	Trial shipments, TA, processing study
8. Kingo Passionfruit Growers	Passionfruit	TA, business development grant
9. Mubuku Irrigation Scheme	Misc. Vegetables	TA, training, TA, market development, research
10. Northern Uganda Shea Processors Association	Shea oil & butter	TA, training, business development. Assistance concluded 1999.
11. Rukungiri Growers	Birds eye chilli	Training, marketing, TA
12. Rwenzori Vanilla Growers	Vanilla	TA, market information, STTA
13. Uganda Association of Women in Mushroom Production for Export (UAWMPE)	Mushroom	TA, market development, training, organic certification.
<b>Floriculture firms:</b>		
14. Carnrose Flowers	Carnations	TA, training
15. Equator Flowers	Roses	Training, TA, management
16. Fiduga	Chrysanthemum cuttings	Technical assistance. New client 1999.
17. Harvest International	Roses	Market development, training
18. Jambo Roses	Roses	Market development. New client 1999.
19. J.H Floricultural Growers	Summer flowers	Research trials. Assistance concluded 1999.
20. Mairye Estates	Limonium, roses	Research, TA, training.

21. Melissa Flowers	Roses	Management
22. MK Flora	Roses	Management
23. NBA Roses	Roses	Market visit. Assistance concluded 1999.
24. Nile Roses	Roses	Market development
25. Nsimbe Estates	Roses, Fine beans, p/fruit	Training, market information, research, TA, STTA. Assistance concluded 1998.
26. Pearl Flowers	Roses	TA, business development. Assistance concluded 1998.
27. Rosebud	Roses	TA, management assistance.
28. Van Zanten	Chrysanthemum cuttings	TA, research
29. Wagagai	Roses	Business development. New client 1999.
30. Ziwa Hort. Exporters	Roses, fern, chrysanthemum, plants	Research Trials. Assistance concluded 1998.
<b>Fruit &amp; vegetable firms</b>		
31. African Organic	Organic fruits and vegetables	TA, market development
32. Ageti Farm	Passion fruit	TA, marketing, training
33. Coseda Enterprises	Misc. fruit/veg chilli, ginger	Trial shipments, market visit ,TA , research, irrigation grant
34. Free-Chem	Passionfruit, avocado	Trials shipments, marketing, training, TA
35. Frigocon (I.P.S.)	Fine beans for canning	TA, business development. Assistance concluded 1999.
36. Fruit Pack	Misc. fruit/veg, asparagus	TA, market development, research
37. Fruits of the Nile	Dried fruits/mushroom	Market contacts, training
38. GLOCA Investments	Dried mushroom	Training, market visit, organic certification. Assistance concluded 1999.
39. Jaco Commercial Agencies	Misc. fruit/veg	Trial shipments, marketing, TA. Assistance concluded 1998.
40. Lili Asha	Green beans, vegetables	Research,market contacts, STTA, TA
41. London Fruit	Vegetables	TA, irrigation grant
42. Mustak Enterprises	Vegetables	TA, irrigation grant
43. O.S.U.	Apple Bananas	TA, market information, irrigation grant.
44. Sun Trade	Organic products	Market visit, market information, organic certification, packhouse grant
45. Uganda Crafts	Okra, miscellaneous vegetables	TA, training, market development
<b>Spices &amp; ess. Oils</b>		

46. Agri-Export	Chilli, beans	Feasibility study
47. Buiga Farm Industries (formerly Mugerwa Farm)	Geranium	TA, market development
48. House of Spice	Dried ginger, birds eye chilli and mixed spices	TA, equipment grant.
49. Joseph Matovu & Co	Birds eye chilli	Training, research, TA. Assistance concluded 1998.
50. Kasirye Agro-mixed Farm	Vanilla	TA, research.
51. Reco Industries	Papain	Research trials, market contacts
52. Taimex (U) Ltd	Vanilla, essential oils	Marketing, technical assistance, business development, research
53. UVAN	Vanilla, geranium, eucalyptus	TA, market information, research
<b>Others:</b>		
54. Cocoa development Project (MAAIF)	Cocoa	STTA, training
55. Esco	Cocoa, chilli, vanilla	
56. Fresh Handling	All perishable products	TA, business development
57. NARO (MAAIF)	All high value crops	Research, demonstrations, training
58. Uganda Bee Products	Honey, beeswax	TA, training, market information

**Notes to Table:**

1. Total of 13 private sector associations received specific technical assistance.
2. Total of 43 firms/individual investors received specific technical assistance.  
Total of 2 government agencies
3. Breakdown of associations/firms/growers by commodity group:

Fruits and vegetables	21
Flowers	18
Essential oils & spices including papain & shea	13
Honey	2
Cocoa	2
Research	1
Product handling	1

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*Annex 7*

*BAF Services Offered to ADC Clients*

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**Table A: ADC Client Business Plans**  
(Previous periods up to March '99)

Name	Type	Start Date	Investment (\$ '000)		Institution	Date	Status				Comments	
			Total	(of which) Sponsor			A	R	P	Amount		
Flowers of Sunshine	HV/F	12/98	350	75	BOU					x		Plan is for restructuring, rehabilitation and expansion of rose farm (former Tropical Flowers No decision yet on loan application.
Bulwanyi Farm	LV/F	11/98	370	240	Stanbic/BOU	6/99		x				Plan is for commercial maize and beans production. Loan application for implementing plan was rejected by Stanbic Bank. Sponsor is seeking funds from other sources.
UCFA	LV/F	9/98	610	278	Donors					x		Plan is for restructuring commercial farms current under NPART and putting them back in production. Plan assisted Association to accept partial funding from DANIDA
AUL	LV/F	9/98	400	100	BOU	9/98			x		75	Company became insolvent and was liquidated financier through receivership.
Kinoni Farm	LV/F	7/98	200	100	Gold Trust & DFCU	12/98			x			Loan applications rejected by both banks (not ke to finance maize growing). Sponsor implement plan from own resources and short-term working capital bank facilities.
UCE	LV/F	6/98	575		Investors & Donors					x		Plan presented to prospective investors. Membership recruitment drive and promotion efforts are going on
MTEA (Ujima)	LV/F	11/97	\$2,800		European Union						x	Channeling Agreement sent to Ministry of Finance for approval. No decision made by the ministry.

Name	Type	Start Date	Investment (\$ '000)		Institution	Status				Comments	
			Total	(of which) Sponsor		Date	A	R	P		Amount
Nile Bee Pdts. (x-UHA)	HV/P	12/96	\$1,325	0	Variety of donors	02/97	x				Company restructured. <i>Loan sought from Stanbic turned down. Some donors extended operational funding.</i>
Ladhani Ind.	LV/F	12/95	\$2,759	\$1,104	EADB, IFC, DFCU, ADB, UDB, Stanbic	08/96		x			All banks declined to participate saying, nearly unanimously, that they prefer an expansion to start-up. See Finance Mediation table, Ladhani #:
Mairye Estates	HV/F	3/96	\$860	\$426	UDB		x				Business plan completed by APDF with technical input by HV. UDB, through ADB line of credit, extended \$700,000 loan.
Govinda Kirinya	LV/F	08/95	\$842	\$324	EADB FMO IFC PTA DFCU Stanbic	11/95 " " " "	3/96 3/96			\$125,000 \$225,000	Money approved was not released due to legal problems of foreign sponsor. <i>Local partner is rejuvenating the investment, though on small scale</i>
ASHWOG	LV/F	06/95	grant \$100		APDF	6/95			1/96		No grant funds for working capital

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
Start Date = date agreement signed w/ BAF to carry out plan

*Italics = comments updated since last report*  
Plan Date = date client-approved plan

**Table B: ADC Client Operating Plans**  
(Previous periods up to March '99)

Name	Type	Start Date	Plan Date	Comments / Observations
Esia Mixed Farm	LV/F	12/98	1/99	Activity plan (operations and financing) to support loan application for working capital.
Begumisa	LV/P	12/98	1/99	Activity plan (operations and financing) to support loan application for working capital.
Tamutambo	LV/P	12/98	12/98	Activity plan (operations and financing) to support loan application for working capital.
Kajubi	LV/F	11/98	12/98	Activity plan (operations and financing) to support loan application for working capital.
Ntale	LV/F	10/98	11/98	Activity plan (operations and financing) to support loan application for working capital.
Ruka Atwoki	LV/F	9/98	10/98	Activity plan (operations and financing) to support loan application for working capital.
Kamya	LV/F	8/98	10/98	Activity plan (operations and financing) to support loan application for working capital.
Sukura #3	LV/F	7/98	9/98	Helped, through CAF, to strengthen financial management (records, accounting system and planning).
Rakai Farm Supply #2	LV/F	7/98	8/98	Helped the company to prepare activity (operations and financing) plan to support working capital loan application. Client secured loan from Coop. Bank.
Kisombwa	LV/F	5/98	5/98	Helped the company to prepare activity (operations and financing) plan to support loan application. Loan secured from Coop. Bank.
Sukura #2	LV/F	11/97	1/98	Helped the company to prepare sales plan for 1998 for ATAIN
Rakai Farm Supply #1	LV/F	11/97	1/98	Helped the company to prepare sales plan for 1998 for ATAIN
Pearl Flowers#2	HV/F	8/97	10/97	Helped, through CAF, with the implementation of the previous period plan. Company ownership changed.

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
Start Date = date agreement signed w/ BAF to carry out plan

*Italics = comments updated since last report.*  
Plan Date = date client-approved plan

Name	Type	Start Date	Plan Date	Comments / Observations
Tropical Flowers	HV/F	6/97	8/97	Draft plan completed. <i>Firm sold by financier through receivership.</i>
JMC	HV/F	4/97	5/97	Plan completed and reviewed. Have offered assistance w/ implementation. <i>Firm faced financial problems and stopped operating.</i>
Sukura #1	LV/F	4/97	9/97	Sales plan completed and reviewed w/client. ADC and VOCA helped w/implementation.
Pearl Flowers#1	HV/F	11/96	1/97	Plan completed and implemented through CAF. Company ownership changed.
BEC	LV/F	1/96	1/96	Plan focuses on development of outgrower system. Assisted w/ implementation.
Uganda Honeybee Keepers	HV/F P	10/96	12/96	Plan is combination of operations and fund raising. Interest shown by several donors.
HORTEXA	HV/F P	9/96	11/96	Plan drafted by HORTEXA. ADC provided feedback on and suggestions for focus. Implementation not effected.
Ankole Unga	LV/FP	08/96	09/96	Plan completed and reviewed. ADC Assisted w/ implementation. Client accessed and repaid loan for implementation. <i>Firm continued to have critical liquidity problems and was eventually put under receivership.</i>
GLOCA	HV/P F	06/96	08/96	Plan completed and reviewed. Assisted w/ implementation.
Lagoro	LV/F	01/96	04/96	Plan completed and reviewed.

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
Start Date = date agreement signed w/ BAF to carry out plan

*Italics = comments updated since last report.*  
Plan Date = date client-approved plan

Name	Type	Start Date	Plan Date	Comments / Observations
UCFA	Assoc	01/96	04/96	Plan completed and reviewed. Assisted w/ implementation.
Govinda	LV/F	01/96	02/96	Production plan for first season drafted / reviewed.
CEI	LV/F	01/96	02/96	Plan completed and reviewed. Assisted client w/ implementation

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
Start Date = date agreement signed w/ BAF to carry out plan

*Italics = comments updated since last report.*  
**Plan Date = date client-approved plan**

**Table C: ADC Finance Mediation**  
(Previous periods up to March '99)

Name	Type	Finance Sought			Status of Mediation Efforts		
		LT	ST	OD	Institution	Date	Comments
Bwiyura	LV/F		x		Coop. Bank	3/99	Risk Fund application. Coop. Bank closed before loan approval.
Haji Kalema	LV/F		x		Coop. Bank	3/99	Risk Fund application. Coop. Bank closed before loan approval.
Esia Mixed Farm	LV/F		x		Coop. Bank	1/99	Risk Fund application. Loan approved and disbursed.
Begumisa	LV/P		x		Coop. Bank	1/99	Risk Fund application. Coop. Bank closed before loan approval.
Kinoni Farm # 6	LV/F		x		Gold Trust DFCU	12/98 12/98	Bank turned down the application, doesn't provide long-term funds. Application rejected. Bank not interested to lend for maize.
KKL Enterprises	LV/P		x		Coop. Bank	12/98	Application rejected for wanting collateral.
Tamutambo	LV/P		x		Coop. Bank	12/98	Risk Fund application. Application rejected by Coop. Bank.
Kajubi	LV/F			x	Coop. Bank	12/98	Risk Fund application. Coop. Bank closed before loan approval.
Ntalle	LV/F			x	Coop. Bank	11/98	Approved and funds disbursed
Ruka Atwoki	LV/F		x		Coop. Bank	11/98	Approved and funds disbursed
Kamya # 2	LV/F			x	Coop. Bank	10/98	Approved and funds disbursed
Kinoni Farm # 5	LV/F			x	Coop. Bank	10/98	\$10,000 approved for 360 days. Client appealed for a reconsideration of the whole amount but bank turned down the appeal.
AUL # 2	HV/P	x			BOU (Gold Trust) BOU (Gold Trust)	9/98 9/98	Rejected. Company collapsed and was liquidated. Rejected
Rakai Farm Supply	LV/F			x	Coop. Bank	8/98	Application approved and funds disbursed.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Kisombwa	HV/F		x		10	Coop. Bank	6/98	Approved and disbursed. Client made repeat application under the risk fund Coop. bank closed before approval.
Taimex #3	HV/F			x	10	Coop. Bank	5/98	Approved, disbursed and repaid. Client is now seeking fresh facilities for c finance.
Gloca	HV/F		x		10 20	Coop. Bank Centenary	5/98	Centenary loan approved and disbursed. Client dropped interest in Coop. B; application. Centenary loan repaid and client accessed fresh loan of same amo from same bank.
Kinoni Farm #4	LV/F			x	10	Coop. Bank	5/97	Approved and disbursed for a period of 180 days. Repaid.
Taimex#2	HV/P		x		10	Stanbic Bank	3/98	Approved, disbursed and repaid.
Kinoni Farm #3	LV/F			x	10	Coop. Bank	3/98	Approved, disbursed and repaid.
Jacksons Ltd	HV/F		x		15	Stanbic	2/98	Turned down.
Sukura #4	HV/F		x		50	Coop. Bank	1/98	Applied for PL480 risk funds from Coop. Bank but the bank was closed. Client has accessed short-term funds from private sources arranged through LV.
Ladhani #3	HV/F		x		150	Standard	12/98	Approved and disbursed.
Kinoni Farm #2	LV/F			x	10	Coop. Bank	10/97	Approved, disbursed and repaid.
Sango Bay #3	LV/F		x		300	Stanbic	10/97	Approved as a renewable one-year line of credit.
Kamya David	LV/F			x	7	Greenland	9/97	Bank approved lower amount despite initial positive discussion.
BEC	LV/F		x		5	CEI	9/97	Buyer credit arranged.
Taimex#1	HV/P		x		70	Stanbic	8/97	Approved, disbursed and repaid. Client sought fresh O/D.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Institution	Date	Comments	
MTEA / Ujima	HV/F				100	AID / Coop. Bank	8/97	Bridge financing approved, disbursed and repaid.
Sukura #3	LV/F		x		50	Stanbic, DFCU	8/97	Turned down by both banks for lack of collateral.
Fair Price Dealers	LV/F		x		50	Baroda	7/97	Turned down.
Kinoni Farm #1	LV/F			x	8	Coop. Bank	5/97	Approved, disbursed and repaid.
Mairy Estate	HV/F	x			826	UDB/ADB		\$700,000 approved, but disbursement delayed. Company arranged bridge financing. UDB money now released.
Sango Bay Estates #2	LV/F	x			410	EADB	4/97	Turned down on no clear grounds. Following up with EADB.
Ladhani Ind. #2	LV/F		x		150	Co-op. Bank / Standard Chartered	4/97	Both banks approved loan and client opted for Standard Bank loan.
Buloba Mixed Farm	HV/P	x			100	Gold Trust	1/97	Bank turned down request because market for the product considere risky / uncertain
BEC			x		10	Crane Bank	2/97	Bank approved short-term loan
Iganga Grm Ldrs #2	HV/F P		x		25	Gold Trust	1/97	Rejected for lack of collateral
Sango Bay #1	LV/F			x	1000	Stanbic	3/97	Initial discussion to be followed by formal application if bank shows an interest. Fresh application (see above) submitted.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Sukura #2	LV		x		\$50	Co-op Bank	11/96	Co-op Bank never gave official rejection despite repeated requests response.
Ladhani Ind. #1	LV/F	x			(initial)\$1,655 (now) \$150	Various Various	09/96 2/97	See table 2, ADC Client Business Plans Now looking for money for one season)
Ujima Network	LV/F		x		open	Centenary Bank	08/96	Not yet eligible but liked idea very much
Ankole Unga #1	LV/F P		x		90	Various	09/96	Gold Trust approved \$90,000, released \$45,000 so far. Additional \$45,000 released. Loan is now fully repaid.
L / UCFA (7 applications)	LV/F		x		\$225-300	Co-op Bank DANIDA	07/96	7 individual requests submitted as suggested by bank. All were turned down. No funds available
MMK	LV/F		x		\$225-250	Co-op Bank	6/96	Co-op Bank was interested, but in end sponsors selected Gold Trust rather than push with Co-op.
TOP	HV/F					Gold Trust	6/96	Gold Trust sought to refinance loan thru BOU scheme, which ultimately worked. Approximately \$250,000 approved.
RECO	HV/P	x				Co-op Bank	5/96	Sponsors were not forthcoming with information.
Sukura #1	LV/F		x		\$380	DFCU ADB Co-op Bank	4/96 6/96 3/96	DFCU interested but wants to see what happens with hotel loan they have already provided sponsor. Sponsor provided additional information requested by ADB. No decision taken. Co-op Bank was uncertain and delay worked against sponsor. However, Magric will supply Sukura credit for input purchases that are better terms than Co-op could have provided.

Type = HV - high value; LV - low value; /F - fresh; /P - processed

LT = long-term; ST = short-term; OD = overdraft

Name	Type	Finance Sought			Status of Mediation Efforts			
		LT	ST	OD	Value (\$'000)	Institution	Date	Comments
Iganga Grm Ldrs #1	HV/F		x		\$60	Co-op Bank	02/96	Was going to have difficulty meeting Co-op requirements, so HV found buyer willing to finance. In end, sponsor chose to hold on vanilla for possibility of higher prices.
SunTrade	HV/F		x		\$40	Various	12/95	Discussed financing strategy / approach, resulting in sponsor obtaining buyer credit of \$30,000
Govinda Kirinya	LV/F	x			\$485	Various	11/95	FMO invested \$125,000. IFC/DFCU approved \$225,000 but hav not invested money due to recent legal problems of sponsor.
VASTA	HV/F		x		\$60 - \$100	Coop Bank	11/95	Coop Bank agreed to consider request even though company is n bank customer. VASTA, however, did not provide BAF requeste information, so did not complete loan request.
JHF	HV/F	x			\$110	UDB	8/95	UDB agreed to accept as collateral previously excluded assets and share other collateral with another bank; however, advised client against this \$110,000 loan.
ASHWOG	HV/F	x			grant \$100	APDF	6/95	Turned down, as APDF does not provide grants for working capit (Earlier indications were that they would.)

Type = HV - high value; LV - low value; /F - fresh; /P - processed

L.T = long-term; ST = short-term; OD = overdraft

**Table D: ADC Business Plan Referrals to APDF**  
(Previous periods up to March '99)

Name	Type	Sponsor Est'd Value	Date Referred	APDF Decision			Comments
				A	R	P	
Kasambya Estates Ltd	HV/P	\$825,000	9/98			x	Fruit juice processing and packaging.
Banga Multi-purpose Co-op.	HV/L V	\$1.24 million	7/98			x	The project is for production of fertiliser from coffee husks, city waste and water hyacinth.
Agri-Expt (U) Ltd	HV/F	\$450,000	4/98			x	French beans and bird's eye chillies for export. <i>APDF has keen interest in completing a business plan for this client.</i>
Melissa Flowers	HV/F	\$1.2 million	2/98	x			Business plan completed. APDF assisted in raising financing from DFCU (\$1.2 million).
Lingira Island	HV/F	\$745,000	9/97			x	Mixed operation.
Mijumbi	HV/P	\$28 million	9/97			x	Rubber processing.
TAICO	HV/P	\$700,000	9/97			x	Fruit production and juice processing.
UgaRose Flowers	HV/F	\$1.696 million	8/97	x			Business plan completed. APDF assisted in raising financing from PTA bank and EADB.
Small Acres	LV/F	\$565,000	11/96			x	Sponsor needed to provide additional information.
Mairyee Estates	HV/F	\$860,000	3/96	x			Plan completed with HV providing technical input. Financing successfully raised.

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
A = approved; R = rejected; P = pending

*Italics = comments updated since last report.*

Name	Type	Sponsor Est'd Value	Date Referred	APDF Decision			Comments
				A	R	P	
RECO	HV/P	\$1,000,000	3/96		x		Sponsor would not get value as sponsor's plan is close to bankable. ADC helped fine tune plan. ADB showed interest and application for financing forwarded to ADB.
Sun Trade	HV/P	\$700,000	02/96		x		No Ugandan citizens. Referred to other possible jv partners. ADC will work w/ sponsor on business plan.
Plantation honey	HV/P		01/96		x		APDF already doing honey. Mkt. small. Concept uncertain.
Ladhani	LV/F	\$2,500,000	10/95		x		Sponsors are not Ugandan citizens. Tried to waive this requirement, but no-go. Kenyan business consultant, that sponsor proposes hiring, and ADC will write bus. plan
Harvest International	HV/F	\$2,000,000	09/95	x			See HV for details.
Govinda Kirinya	LV/F	\$700,000	06/95	x			Business plan completed. LV wrote technical for plan
Edi Farms	HV/F	\$1,000,000	07/95		x		Sponsor needs more equity.
Bushinyi Growers	HV/F	unknown	07/95		x		Sponsor failed to respond to inquiries.

Type = HV - high value; LV - low value; /F - fresh; /P - processed  
A = approved; R = rejected; P = pending  
*Italics = comments updated since last report.*

**Table E: ADC Business and Finance Training**  
(Previous periods up to March '99)

Subject	Target Group	Co-Sponsor(s)	Date	Total	Participants		Comments
					#F	# Pvt Cos	
Input supply network management #3	ATAIN stockists	Sukura, RFS, RIHL	1&2/99	125	28	4	Training stockists in records maintenance, inventory management and planning.
Outgrower management #2	Firms with outgrower operations		2/99	10	1	9	Workshop on outgrower design and management
Commercial Farm Field Records #5	Commercial Farmers		1/99	28	1	4	Delivered module on farm records and planning.
Commercial Farm Field Records #4	Commercial Farmers	Kinoni Farm	8/98	12	1	6	Delivered module on farm records and planning.
Input supply network management #2	ATAIN stockists	Sukura, Rakai Farm Supply, Nsanja	6/98	110	32	3	Training stockists in records maintenance, inventory management and planning.
Advanced input network management	Rakai ATAIN stockists	BUDS, Rakai	7/97	8	2	1	Training stockists in advanced record keeping, pro knowledge and handling.
Records and finance management #3	Sukura accounts staff	Sukura	7/98	6	1	1	Traininf accounts staff done through CAF engagem
Computer accounting skills	Sukura accounts staff	Peace Corps	4/98	3	-	1	Training accounts staff on computer account information generation by PCV at Iganga.
NTAE Investment Opportunity Forum	NTAE investors	UIA/UEPB/MTI	3/98	211	<9 %		NTAE commodity profiles presented.
Farm Field Records #3	Commercial Farmers	UCFA	2/98	8	0	8	Delivered module on farm records.
Input supply network management #1	ATAIN stockists	Sukura, Rakai Farm Supply, SG2000	1/98	55	22	2	Training stockists in record maintenance, inventory management and planning.
Records and finance management #2	Sukura staff		12/97	20	8	1	Training staff in records maintenance and planning.

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
ATAIN stockists trainers	ATAIN distributors and trainers.		11/97	45	6	8	Module on record keeping and planning.
Financial and general management	Pearl Flowers staff	Pearl Flowers	9/97	6	2	1	Training staff on procedures and records introduced through CAF.
Records and finance management	Rose growers	UFEA	9/97	22	5	16	One day training module for applied tropical floriculture.
Risk Management Before and After Decision	ADC clients		8/97	10		8	Two day session facilitated by UJB.
Farm Field Records #2	Commercial farmers	UCFA	6/97	86		-	Training module for commercial farming field demonstration.
Records and finance management	MTEA staff	AID	6/97	50		-	Training workshops through STTA.
Records and finance management #1	Sukura staff	VOCA	5/97	3		1	Training staff on documentation and records by ADC and VOCA.
Finance for non-finance managers	ADC clients		5/97	32	7	15	Two day session facilitated by UJB.
Farm Field Records #1	Commercial farmers	UCFA	5/97	38		-	Commercial farming field day demonstration and training.
Handling for Profit	Traders	VOCA	3/97	7	1	5	Half day seminar on ways to decrease cost of handling.
Rose investment parameters	Hort. Assoc. Kabale	HAK	1/97	30	10	--	Two day session on investment and financing prospects for roses.

Subject	Target Group	Co-Sponsor(s)	Date	Participants			Comments
				Total	#F	# Pvt Cos	
Outgrower extension management	Village Reps	BEC	11/96	30	3	--	Half day session on how to keep records of extension activities and to plan them.
Uganda Rose Industry	Investors, bankers, GOU	UGEA	7/96	100 88 reg	18	42	Two day conference on status and prospects for Uganda's rose industry. Discussed mark prospects, reviewed Ugandan advantages, explored policy implications.
Labour Management	Agbiz. with large labour force	VOCA	6/96	13	0	11	Techniques of selecting, training, rewarding, disciplining, etc. labour force were reviewed discussed, explored.
Annual work planning	Lagoro management	none	3/96	3	0	1	Provided guidance in completion of annual operating plan.
UCFA annual workplan-- phase II	Mgmt and members	none	3/96	20	0	0	Completion of annual workplan.
UCFA annual workplan-- Phase I	Mgmt and members	none	2/96	25	0	0	Members rec'd guidance on work planning. Phase II is review of draft workplan written w/ their guidance
Annual Work planning	CEI management	none	2/96	7	1	1	Provided guidance in completion of annual operating plan.
Outgrower program design / mgmt	Private companies	HORTEXA / FAF	9/95	38	6	15	Positive feedback. To review early '96 to see impact.



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Annex 8

Training Conducted by the ADC

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## Training Conducted by ADC : April - September 1999

#	Type	Title/Purpose	#Participants Male	#Participants Female	Participant days	Clients
<b>Low Value Training Events:</b>						
1	Workshop	Maize and bean research workshops	7	5	12	NARO
2	Field days	Field demonstration activities	45,920	36,000	81,920	Small scale farmers
3	Workshop	Mid-season review workshop	400	45	445	Collaborating extension workers
4	Workshop	End of season/pre-season workshop for District Coordinators	20	1	63	ADC District Coordinators
5	Workshop	Commercial farm school	38	2	200	Commercial farmers
6	Field day	Inter-cropping sugar cane and beans	24	3	27	Farmers and association members
7	Workshop	Outgrower training	53	10	126	Society members under IFCD and LAWODA
<b>High Value Training Events:</b>						
8	Field day	ICIPE/IDEA/KARI IPM - Vegetable training on laying of demonstration plots	26	2	28	Vegetable farmers
9	Field day	ICIPE/IDEA/KARI IPM - Vegetable review of first year activities	46	13	59	Vegetable farmers and extensionists
10	Field day	Cocoa management aspects (on causes of poor quality and low yields)	98	48	720	Field staff, cocoa farmers

#	Type	Title/ Purpose	# Participants		Participant days	Clients
			Male	Female		
11	Seminar	Cocoa stakeholders meeting (on formation of a national association)	31	2	33	Cocoa farmers, researchers, traders and exporters
12	Seminar	Cocoa nursery management	...	...	...	Cocoa farmers
13	Field day	Vanilla basic production methods (improved maintenance of vanilla fields)	37	24	61	UNVA, extension staff and vanilla farmers
14	Seminar	Vanilla information dissemination techniques	36	28	192	Small scale vanilla farmers
15	Seminar	Vanilla field production techniques	60	51	293	UNVA, vanilla farmers.
16	Workshop	Apiary management	444	171	1,230	Farmers
17	Seminar	Chilli nursery preparation and field management	152	130	1,410	Farmers and extension workers
18	Field day	Pruning of passion fruit vines	0	15	15	Farmers and association members
19	Seminar	Fresh fruit, hot pepper production techniques	38	14	52	Mubuku farmers (training with VOCA)
20	Field Meeting	Transfer of banana production and post-harvest technologies	30	20	300	Small and large banana farmers in six districts
<b>BAF Training Events:</b>						
21	Workshop	Promotion of Uganda's non-traditional exports by air	94	26	120	Traders and exporters of horticultural crops
22	Workshop	Commercial farmer training	9	0	18	Commercial maize farmers (existing and potential)
23	Workshop	Farm field records to enable commercial farmers ascertain profitability	10	2	72	Farmers and students

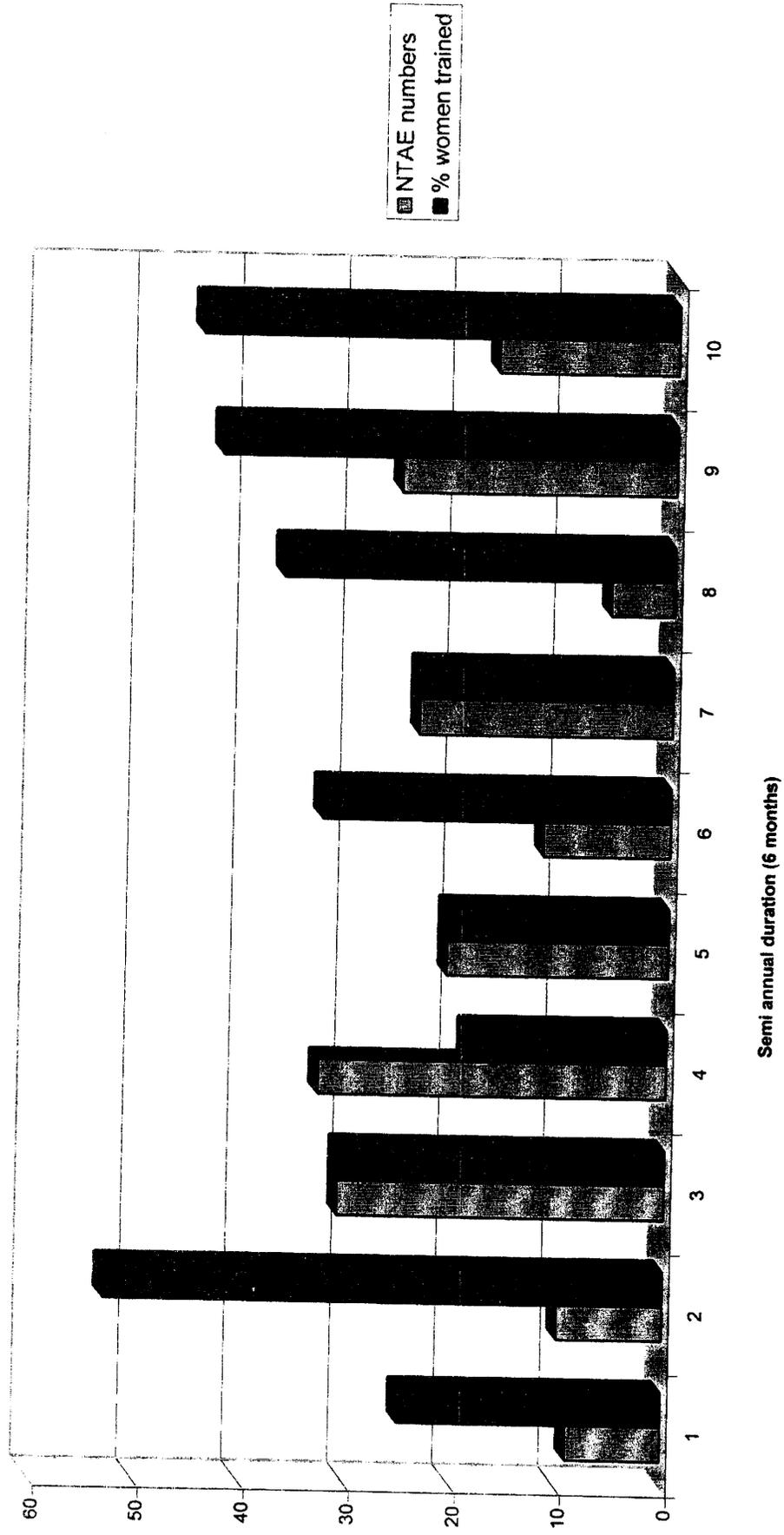
#	Type	Title/ Purpose	Participants		Participant days	Clients
			Male	Female		
24	Workshop	Input distribution workshop for seed agents	83	24	214	Farmers, extension workers and traders
25	Workshop	ATAIN stockists review workshop	18	3	21	Stockists of agri-inputs and traders
26	Workshop	Contact commercial farmer planning workshop	13	0	13	Contact farmers
<b>Total</b>			<b>47,687</b>	<b>36,639</b>		

## Training Conducted by ADC: October-February 2000

#	Type	Title/Purpose	# Participants		Participant days	Clients
			Male	Female		
<b>High Value Training Events:</b>						
1	Workshop	Integrated pest management on urban vegetable growing, training of trainers	11	1	24	Horticultural farmers
2	Workshop	Nursery management and transplanting of red bird chillies in Lira district	119	62	362	Small holder farmers
3	Workshop	Banana plantation management and fruit handling	9	3	36	Farmers and extension workers
4	Field days	Agronomic practices of chili production	20	13	66	Volunteer extension workers.
5	Seminar	Draw farmers' attention to the causes of low yields and poor quality cocoa	61	22	332	Cocoa farmers and field extension workers
6	Workshop	Soil and water conservation techniques in cocoa growing areas	164	52	864	Cocoa farmers and extension staff
7	Workshop	Introduction of the principles of the Code of practice	7	1	8	Fresh fruit and vegetables
8	Workshop	Applied Tropical Floriculture course	9	5	280	mid-class flower farm supervisors
<b>Business and Finance Training Events:</b>						
9	Workshop	Commercial farm aspects relevant in appraising and monitoring of agriculture loans	8	1	27	Bank Loan officers
10	Workshop	Commercial farming	15	3	90	Maize commercial farmers
11	Workshop	Commercial farming	17	2	95	Maize commercial farmers
12	Workshop	Commercial farm school, the importance of record keeping and planning	26	1	135	Maize commercial farmers
13	Workshop	ATAIN stockist review	13	5	18	Stockists of RFS

Low value training events						
14	Workshop	Commercial maize farming	15	3	90	Maize commercial farmers
15	Workshop	Commercial maize farming	17	2	95	Commercial maize farming
16	Workshop	Commercial farming	26	1	135	Maize commercial farmers
17	Workshop	Commercial contact farmer review	16	-	16	Commercial contact farmers
18	Workshop	District demonstration coordinators' review	14	3	17	District coordinators
19	Field days	Training at field demonstrations	82,775	67,725		Farmers
20	Seminar	Training of grain traders	18	9	27	IFCD-Rakai
21	Workshop	Training of site coordinators	25	1	26	Site coordinators
	<b>Total</b>		<b>83,385</b>	<b>67,915</b>		

Number of NTAE training and percentage of women trained



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Annex 9

ADC Annual Indicators by Component

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ADC Annual Indicators by Components

Indicator	Semi 1	Semi 2	Semi 3	Semi 4	Semi 5	Semi 6	Semi 7	Semi 8	Semi 9	Semi 10	Total
<b>Low Value:</b>											
# of new clients assisted	8	10	11	5	9	5	4	5	7	5	79
# of new firms multiplying seeds	1	0	1	1	3	2	1	2	2	0	13
# of new firms distributing seeds	1	1	0	2	2	2	0	1	2	0	13
Qty of maize seed distributed (mt)	120	60	210	600	475	670	365	574	410	950	3,871
Qty of bean seed distributed (mt)	30	22	30	300	250	335	250	520	484	810	2,109
# of new maize varieties tested	0	24	11	11	15	20	11	11	3	3	108
# of new bean varieties tested	0	2	7	60	20	18	8	6	0	1	113
# of new maize varieties released	0	0	0	0	0	0	0	4	0	0	4
# of new bean varieties released	0	3	0	0	0	0	0	7	0	0	10
<b>High Value:</b>											
# of research agreements identified	7	3	5	1	2	0	2	0	3	0	23
# of research agreements initiated	5	2	3	4	1	1	0	0	2	2	23
Total # of firms/assoc provided with TA	21	8	8	4	4	39	45	48	53	58	282
# of flower firms/assoc provided with TA	1	2	2	3	3	17	12	14	17	18	88
# of fruit/veg firms/assoc provided with TA	10	3	3	2	4	17	18	18	15	21	106
# of oils/spices firms/assoc provided with TA	6	2	2	1	2	9	10	9	8	13	79
# of commercialization packages	0	2	1	2	0	14	16	15	16	16	86
# of market contact visits	3	3	8	15	8	7	8	2	6	6	66
# of new clients assisted	16	8	5	4	4	3	5	3	5	5	58
<b>Business and Financial Linkages:</b>											
Total # of firms assisted	6	7	12	10	10	5	3	14	12	25	104
# of new referrals	3	4	2	1	3	0	3	0	0	0	16
# of new firms operating/receiving business plans	1	1	4	7	4	1	3	3	1	1	26
# of mgt training arranged	2	4	8	4	10	7	6	12	14	23	90
# of mgt training participants	0	2	3	5	2	5	5	3	5	4	36
# of mgt training women participants	38	32	20	184	247	339	139	163	282	225	1,669
# of clients receiving funds	6	1	0	32	16	54	36	30	55	12	142
Amount of funds received (US \$)	0	1	0	5	4	3	3	5	2	24	17
# of cost share/grants activities	1	0	0	785,000	925,000	480,000	50,000	108,000	12,500	250,000	2,765,500
# of out grower engagements completed	0	1	1	1	2	0	0	0	0	0	5
<b>Strengthening Associations:</b>											
# of LV associations served	1	1	3	3	3	3	2	3	3	3	25
# of HV associations served	0	4	5	7	3	6	3	7	5	5	43
# of associations profiled	0	0	0	3	0	1	0	0	0	0	4
# of associations receiving planning ast	0	1	1	3	0	1	1	1	2	2	10
# of principal associations receiving TA	1	5	8	10	6	9	5	10	8	8	60
# of new regulatory analyses undertaken	0	1	1	2	0	0	0	1	2	2	8
<b>Education and Training:</b>											
# of NTAE courses conducted	9	10	31	33	21	12	24	6	26	21	183
# of participants trained	1,134	2,267	2,056	2,347	1,504	1,513	2,200	116,288	84,326	151,300	281,109
# of women participants	283	1,211	629	453	314	488	531	43,036	36,639	67,915	116,955
% women participants	25	53	31	19	21	33	24	37	43	45	42

Note: Numbers of people trained for Semi 8, Semi 9 and Semi 10 include farmers exposed through LV demonstration activity

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Annex 10  
IDEA Project LOP Indicators

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ADC/IDEA Project : LOP Component Indicators

Indicator	LOP Targets		1995						1996						1997						1998						1999		Total to-date	% of LOP achieved
	Min	Max	Semi 1		Semi 2		Semi 3		Semi 4		Semi 5		Semi 6		Semi 7		Semi 8		Semi 9		Semi 10		Semi 11							
<b>Low Value:</b>																														
Estimated farm gate value of maize & beans (US \$ mill)	7.50		12.10	23.90	12.10	24.30	11.00	21.80	6.85	11.41	3.09	4.75	7.20	14.00	10.68	16.40	14.02	16.12	9.40	14.00	10.00	16.00	10.00	16.00	10.00	16.00	10.00	133		
Estimated export value of maize & beans (US \$ mill)	20.00		23.90	23.90	24.30	24.30	21.80	21.80	11.41	11.41	4.75	4.75	14.00	14.00	16.40	16.40	14.02	16.12	14.00	14.00	10.00	16.00	10.00	16.00	10.00	16.00	10.00	133		
Number of exporters assisted	25		7	7	9	9	12	12	14	14	15	15	15	15	17	17	17	17	17	17	17	17	17	17	17	17	17	17	68	
<b>High Value:</b>																														
Est export value of flowers (US \$ mill)	5.00		1.50	0.50	2.30	2.30	2.30	2.30	6.34	6.34	6.34	6.34	10.29	10.29	10.79	10.79	14.02	14.02	14.02	14.02	16.12	16.12	16.12	16.12	16.12	16.12	16.12	16.12	322	
Est export value of vegetables (US \$ mill)	0.37		0.50	0.50	0.63	0.63	0.63	0.63	1.07	1.07	1.07	1.07	1.07	1.07	1.24	1.24	2.30	2.30	2.30	2.30	3.28	3.28	3.28	3.28	3.28	3.28	3.28	3.28	586	
Est export value of oils & spices (US \$ mill)	1.10		1.80	1.80	2.64	2.64	2.64	2.64	3.54	3.54	3.54	3.54	3.68	3.68	4.24	4.24	6.28	6.28	6.28	6.28	8.75	8.75	8.75	8.75	8.75	8.75	8.75	8.75	795	
Estid # of rural employees in flowers (person yrs)	1,400		1,880	1,880	2,540	2,540	2,540	2,540	3,000	3,000	3,000	3,000	3,850	3,850	3,950	3,950	3,300	3,300	3,300	3,300	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	250	
Estid # of rural employees in vegetables (person yrs)	1,000		1,950	1,950	2,000	2,000	2,000	2,000	3,000	3,000	3,500	3,500	3,500	3,500	3,600	3,600	5,950	5,950	5,950	5,950	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	600	
Estid # of rural employees in oils & spices (person yrs)	5,000		6,200	6,200	8,000	8,000	8,000	8,000	9,900	9,900	15,100	15,100	15,100	15,100	12,100	12,100	11,100	11,100	11,100	11,100	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	600	
% of women in flowers	40		55	60	80	80	80	80	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	188	
% of women in vegetables	40		60	60	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	188	
% of women in oils & spices	40		60	60	70	70	70	70	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	125	
Number of research agreements completed	15		0	0	1	1	2	2	3	3	3	3	7	7	7	7	8	8	8	8	15	15	15	15	15	15	15	15	100	
<b>Business and Financial Linkages:</b>																														
Number of firms assisted	50		6	38	13	32	25	20	35	184	45	247	50	339	53	139	67	163	79	282	104	225	104	225	104	225	104	208		
Number of people trained in agribusiness	750		38	38	32	32	20	20	184	184	247	247	339	339	139	139	163	163	282	282	225	225	225	225	225	225	225	225	223	
<b>Strengthening Associations:</b>																														
Number of associations strengthened	10		1	1	5	5	8	8	8	8	6	6	6	6	6	6	4	4	5	5	10	10	10	10	10	10	10	10	100	
<b>Education and Training:</b>																														
Number of MU departments assisted	3		3	0	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	
Value of equipment delivered (US \$)	160,000		0	0	45,000	45,000	135,000	135,000	0	0	0	0	0	0	12,000	12,000	0	0	0	0	0	0	0	0	0	0	0	0	107	
Number of M Sc candidates placed	15		0	0	2	2	1	1	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	
Number of student internships	90		0	0	0	0	22	22	0	0	21	21	0	0	25	25	0	0	20	20	7	7	7	7	7	7	7	7	158	



